

# STANDARDS OF PERFORMANCE

The Standards of Performance document aims to support student workers at every level in the AMS with transparent, easy-to-access policy summaries, that can be reviewed at any time through their employee files.





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## **What is it?**

The Standards of Performance is an overarching collection of summarized policies that provide employees with a clear understanding of AMS expectations, as well as the consequences for failing to meet those expectations. Please note that the Standards of Performance is designed as a guideline for employee reference, not as an exhaustive list of potential infractions.

## **Purpose**

The AMS is dedicated to facilitating student success through professional development. The AMS strives to provide mentorship, standing with its people and fostering an environment of mutual respect and inclusivity.

As students, employees of the AMS have diverse backgrounds with varied levels of experience in professional environments. The Standards of Performance document aims to support student workers at every level in the AMS with transparent, easy-to-access policy summaries, that can be reviewed at any time through their personnel files on Citation Canada.

The purpose of this document is to create harmonious and productive working relationships at the AMS through fair and consistent application of the policies.

## **Roles and Responsibilities**

All AMS student employees including Executive, Commissioners, Senior Managers, Assistant Managers, and all other student staff have the responsibility to comply with and actively promote compliance with the policies contained in this document.

## **Policy Summaries**

### **1. Behaviour Policy**

This policy is intended to ensure that all employees act with honesty and integrity in all matters related to the company's business. Employees must conduct themselves in a manner that is free from risk, harm or damage to themselves, other people, the AMS, or the property of the company or others.

#### **Guidelines**

- The employee's obligation is to be aware of all expectations set by the AMS with respect to behaviour, and all employees must conduct themselves professionally and appropriately in the workplace.
- Employees must adhere to, and fully comply with the Standards of Performance, service operating procedures, and all federal, provincial, and local laws.



### Dress Code

- Management is required to identify service specific dress code requirements at the beginning of the term. Employees must adhere to said policies.
- Any employee that maintains regular, in-person meetings with parties external to the AMS will be required to dress in a business casual manner.

### Professional Work Environment

- All employees must recognize that the AMS is a professional work environment.
- Employees are expected to represent themselves and the organization appropriately and be mindful of potential interpretations of their actions. This includes the way they decorate their workspaces and how they present themselves in their attire.
- Employees should exercise discretion in voicing and displaying potentially contentious political or social views at work.

Examples of violations include, but are not limited to:

- Failing to behave in a professional manner in the workplace.
- Reporting to work in an unfit condition to perform assigned work.
- Vandalizing fellow employee or AMS property.
- Unintentionally destroying, losing, or misusing property.
- Initiating, participating, or attempting to engage in a physical or verbal altercation or assault.
- Stealing or attempting to steal, knowingly possessing stolen property, or being aware of theft without reporting it.
- Selling, buying or distributing AMS merchandise or services at other than the authorized prices.
- Working off the clock.
- Saying or doing something that is dishonest, untruthful, or intentionally misleading.
  - This includes providing information that is known to be untrue or inaccurate about an incident or an employee investigation.
- Failing to perform assigned work after clocking in (Workplace Activity Policy).

## **2. Attendance and Punctuality Policy**

This policy is intended to assist managerial staff and their employees through the process of identifying and addressing attendance and punctuality issues for both hourly and salaried employees.

All employees have a duty to adhere to their assigned work schedules including:

- Reporting for work (ready to work) at the assigned time,
- Adhering to the work schedule whether written or unwritten,
- Working through scheduled shifts,



- Performing assigned duties,
- Taking meal periods as scheduled, and
- Attending accepted calendar invites.

#### *Process*

- Employees will be disciplined for unexcused attendance infractions in a contracted term. Each of the following is considered an attendance infraction:
  - Unexcused Absence
  - Late Arrival (one minute or more past the specified start time)
  - No Call No Show

#### *Excused Absences and Late Arrivals*

- The following absences will be considered as excused:
  - Unpaid, job-protected Leaves of Absence, or other exceptions required by statutory accommodation obligations, under applicable Provincial Legislation.
  - Company-approved leaves of absence.
  - Any time-off request including Sick/Family Responsibility days, vacation, and leaves that have been submitted by an employee and approved by a manager.
  - Any schedule variation that has been approved by a manager in advance.

#### *Use of Sick/Family Responsibility Leave Days for Hourly Employees*

- Up to 3 unpaid, job-protected sick/family responsibility leave days (or what is required by provincial entitlements) will be considered as an excused absence.
- Employees must notify their leader when they are claiming a sick/family responsibility leave day(s).
  - If part of a day is taken off on account of a sick leave or family responsibility leave, it will be counted as a full day taken.

#### *Procedure for Calling In*

- An employee should give notice 24 hours before the beginning of a scheduled shift.
  - When advance notice of 24 hours is not possible, staff should make every effort to give notice as soon as possible.
- Failure to give notice of an absence prior to the beginning of the scheduled shift will result in an accumulation of demerit points.
- Giving notice does not automatically excuse an absence or late arrival.

#### *Dayforce Attendance Logs*

- When an employee calls work to report an absence or late arrival, the manager on duty must document the attendance conversation in the Dayforce schedule.

#### *Schedule Changes and Requests*

1. If the schedule changes after it has been published or posted, those employees whose schedules have been changed should be notified of the change.





2. If an employee wishes to switch a scheduled shift with another employee, the schedule change must be approved by a manager in advance of the shift.
3. In the event that a staff member is unable to find a replacement, it is their responsibility to fulfill that shift.
  - a. Failure to fulfill that shift may result in disciplinary action.

### **3. Mutual Respect Policy**

This policy is intended to cultivate a welcoming workplace within the AMS. AMS employees are responsible for their own behaviour and for understanding how others may perceive their conduct in the workplace.

#### *Language*

- The AMS strictly forbids the use of profane language on company premises and the online workspace. The use of profane language may be offensive to some employees, clients/customers, or visitors and is generally unprofessional conduct that is unacceptable in the workplace.

#### *Cleanliness*

- Employees are expected to maintain a clean workplace by cleaning up after themselves whenever possible, including at their desk or workstation, and in any common areas.

#### *Workplace Rumours and Gossip*

- The spread of workplace rumours by way of gossip is strictly prohibited. This includes verbal, written, and electronic communication.

#### *Distractions*

- Employees should respect the work schedules of others when engaging them in conversation or providing any type of distraction that may remove their focus from work.
- The AMS asks that employees limit personal conversations to scheduled break times, or either before or after regular work hours.

### **4. Hours of Work Policy**

This policy is intended to provide clear direction regarding hours of work, breaks, eating periods and time off.

#### *Work Schedules*

- Hours of work will be set by Management and approved by the Executive.
- Staff members must read the schedule and ensure they work all scheduled shifts. If the staff member cannot work that shift, it is their responsibility to find a replacement. All schedule changes must be approved by a Direct Supervisor prior to the start of the shift.



- All shift trades must be done using the AMS scheduling system, Dayforce. If no one shows up to a shift, whoever's name is on the scheduling system for that shift will be held responsible for the missed shift.
- As all employees are students, the AMS will strive to accommodate where specific academic requirements warrant (i.e., not scheduled during class). These accommodations are subject to the approval of the direct supervisor and Human Resources Office.

#### *Availability*

- Service staff must make themselves available to work 1 shift minimum, per week. Availability must be submitted to their scheduling manager no later than the first day of each semester.
- Changes to availability are subject to approval and may be grounds for terminations, if they don't meet the service's expectations.

#### *Working in Excess of Contracted Hours*

- Working in excess of contractual hours must be approved by the Direct Supervisor in advance of hours worked and shall not be used as an opportunity to decrease work efficiency.
- No more than 10 excess hours beyond contractual hours per week may be approved.
- Employees may be required to provide proof of the work completed during the excess hours.

#### *Overtime*

- Overtime is defined as any hours worked in excess of 44 hours per week and should be paid at time and a half as per the *Ontario Employment Standards Act*.
- Any work completed that is managerial or supervisory does not qualify as overtime.

#### *Breaks and Eating Periods*

- Once an employee works for more than 5 consecutive hours, the employee is entitled to a 30-minute uninterrupted eating period. With consultation, this eating period can be split into two 15-minute periods.
- Eating periods are unpaid breaks and are not considered time worked.

#### *Vacation*

- All waged employees are entitled to 4% of their gross wages as vacation pay.
- Salaried staff should consult the full policy for vacation deadlines.
- Notification of intent to take vacation time shall be given to the relevant supervisor and the Executive a minimum of one week in advance of the vacation time.

#### *Statutory Holidays*

- Employees will only be allowed to work on statutory holidays when the Executive determines that services and offices shall remain open.





- If a waged employee works on a statutory holiday, they will be paid time and a half.
- Salaried employees are entitled to a paid day off for statutory holidays.

#### *Leaves of Absence*

The AMS takes the health and well-being of its employees extremely seriously and encourages those that require time off to do so, provided it qualifies under ESA standard leaves. AMS employees should feel comfortable, should they require a leave of absence, to speak to their immediate supervisor. The Human Resources Office is also available should the need for confidentiality or added direction be required or if the employee feels uncomfortable speaking with their direct supervisor.

#### *Elections*

- All staff, whether waged or salaried, shall refer to the Elections Policy Manual for the AMS policy on taking a leave of absence to run for an elected position.

### **5. Open Door Policy**

This policy is intended to encourage an open dialogue between all staff and to ensure the prompt handling of suggestions, complaints or other matters affecting employees and the working environment.

#### *Guidelines*

- If an employee has an issue, they should bring it to their immediate supervisor.
  - If the employee feels that the issue has not been addressed, they can bring the matter to the Human Resources department or the higher level of management.

#### Management

- Open Door Policy means being approachable, not simply leaving your door open.
- All AMS management should have office hours for when they are available to talk with their people.

### **6. Non-Retaliation Policy**

This policy is intended to empower all employees of the AMS to feel safe in their ability to approach a direct supervisor or the Human Resources Department about a concern without a fear of retaliation against them.

- The term “retaliation” refers to any adverse action that could discourage an individual from exercising their legal rights to voice a concern

#### *Guidelines*

- The AMS will not tolerate any retaliation or threats of retaliation against any employee who exercises their right to voice a concern to their supervisor or the Human Resources Department, whether or not the retaliation or threat of retaliation violates any law.
- Retaliation includes, but is not limited to,



- Making or supporting a charge or complaint of discrimination;
- Participating or assisting in a discrimination proceeding or investigation;
- Opposing discrimination or harassment; or reporting other types of illegal conduct or unacceptable behaviour through the Company's Open Door Process;
- Terminating employment;
- Denying promotion;
- Demoting;
- Involuntarily transferring;
- Disciplining;
- Submitting a negative performance evaluation or negative pay decision; and/or
- Making materially adverse changes in work hours or job duties.

## **7. Scent and Allergy Policy**

This policy is intended to address the use of scented products by employees while at work in order to minimize health concerns and workplace discomfort.

### *Scent*

- The AMS requires employees to limit the level of perfumes, colognes and other scented products such as air fresheners since scented products may adversely affect a person's health.
- Wherever possible, we encourage our staff and visitors to use unscented or fragrance-free products.
- In addition, employees are expected to maintain personal hygiene. This includes using deodorant / anti-perspirant to minimize body odors and maintain oral hygiene (brushing teeth).

### *Allergy*

- Employees have a right to feel safe when at work. As a result, employees with food allergies are encouraged to report them. In cases where an existing allergy is reported, fellow employees are asked to refrain from bringing those substances into the workplace.

## **8. Personal Device Use Policy**

This policy is intended to govern the use of personal electronic devices during working hours when they distract from the work at hand.

### *Guidelines*

- Personal electronic device use shall not be a distraction to the work being done in the workplace during work hours.
- Detailed personal device use guidelines will be outlined by each service.
- For safety purposes, staff should always be focused on the task at hand, especially when using potentially dangerous equipment or tools.



- In extenuating circumstances where an employee requires the ability to have access to their personal device, this will be accommodated for and dealt with on a case-by-case basis.
- Employees are prohibited from using personal electronic devices as unauthorized media storage devices for the storage or transportation of AMS business information.

## **9. Health and Safety Injury Reporting Policy**

The health and wellbeing of AMS staff is our first priority. This policy is intended to highlight the proper procedure for managers and staff in reporting workplace injuries in accordance with legislative requirements.

### *Guidelines*

- Any employee who injures themselves during the conduct of duties for the AMS shall report the injury to their supervisor during the shift on which the injury occurs.

### *Management Responsibilities:*

After the injury is reported to the supervisor on duty, both parties need to fill out the Incident Report Form which will be forwarded to the Human Resources Office and the Facilities Officer. If the injury triggers a doctor's visit, additional documentation (Form 7) must be filled out and sent to the Workplace Safety and Insurance Board as soon as possible.

## **10. Remote Work Policy**

This policy is intended to outline the approval process, specifications, and expectations for employees working remotely. Unless mandated by legislation or regulations, remote work is not a universal privilege and will be arranged on a temporary, case-by-case basis.

### *Guidelines*

- Employees must comply with all company rules, policies, practices, and instructions that would apply if the employee were working at a regular company worksite.
- Remote work is completely voluntary; the AMS will not require an employee to work from home except under legislated circumstances.
- This policy does not alter or replace the terms of the existing employment contract.

### *Approval Process*

- Permission to work remotely must be pre-approved in writing and will be reviewed regularly by the employee's supervisor.
- If at any time the arrangement no longer meets business or productivity goals, the AMS reserves the right to revoke the agreement.

### *Payroll*



- Employees working remotely must report their hours for all time spent working offsite through Dayforce.
- If an employee is found to have falsely reported their hours, they may be subject to discipline up to and including termination.

#### *Performance Management*

- Working remotely should not affect an employee's ability to complete day-to-day functions.
- The primary modes of communication for the AMS are email and Microsoft Teams. It is the employee's responsibility to be properly logged in to their email and Microsoft Teams accounts and be responding to emails and Microsoft Teams messages within their working hours and within a reasonable timeframe.
- If an employee accepts an invitation to a virtual meeting, it is expected that they arrive at that virtual meeting prepared and on time.

#### *Health and Safety*

- The employee remains liable for injuries to third parties that occur on the employee's premises.

### **11. Disconnect From Work Policy**

Work-related pressure and feeling an inability to disconnect from the job can lead to stress and deterioration of mental and physical health. Employees may feel as though they are "always on" or obligated to continue working or respond to communication, regardless of the time of day. Demands on time are never more prevalent for our staff than in the fall and winter term where there is increased need for balance of school with work priorities.

#### *Disconnecting from Work*

Staff are entitled to disconnect from work outside regular working hours without fear of reprisal. All scheduled breaks should be taken and time off entitlements for non-work-related activities should be used each year. Employees are encouraged to set clear boundaries between work and their personal lives, regardless of their Executive-approved working arrangement, whether that be onsite, flexible work/academic schedule, remote work, or hybrid work.

Outside regular working hours and when disconnecting from work, employees:

- Should stop performing their job duties and work-related tasks;
- Temporarily disable incoming e-mails or Microsoft Teams messages to personal devices, during down time;
- Are not expected or required to respond to work-related communication outside their regular working hours, while on break, or during any paid or unpaid time off;
- Will not face repercussion or punishment for not communicating or for ceasing work;



- Should respect co-workers' time and should not expect them to respond, communicate, or complete work; and
- Should utilize Outlook capabilities to "send later," in order that emails not be received between the hours of 6:00pm and 7:00am or on Saturdays or Sundays, unless for emergency purposes.

#### *Workload and Productivity*

Staff should not regularly or frequently work outside their scheduled hours to complete or catch up on work. Employees who cannot manage their workload during their regular working hours should meet with their direct manager to evaluate their workload, priorities, and due dates. Managers will work with employees to come up with a solution to ensure the current workload does not result in the employee working excess hours and does not contribute to additional stress or burnout.

## **12. Equity, Diversity and Inclusion Policy**

The AMS celebrates and welcomes the diversity of all employees, stakeholders, and external personnel. This policy is intended to promote diversity, equity, inclusion and indigeneity in the workplace to foster an environment that respects people's dignity, ideas, and beliefs.

#### *Cultural Competence*

- All employees and stakeholders of the AMS must respect the differences of others and treat everyone with dignity.
- The AMS will strive to build a culturally competent workforce by providing training about equity, diversity, and inclusion, encouraging positive attitudes towards cultural differences, raising awareness of unconscious biases and the harmful effects of prejudice, discrimination, and microaggressions, and working to eliminate such aggressions in the workplace.

#### *Complaint Process*

- If an employee feels that this policy has been breached, they may file a written complaint with the Human Resources Office.
- Attempts should be made to reach a resolution on an individual level or with the employee's direct manager before filing a formal complaint; however, if the employee does not feel comfortable approaching the individual or their manager about the matter, they may contact the Human Resources Officer directly.
- The complaint will be reviewed, and every effort will be made to keep the details of the complaint confidential with the exception of the stakeholders who would need to know the details of the complaint in order to come to a resolution.
- Occurrences of violence or harassment should be reported in accordance with the Harassment, Discrimination, and Violence Policy.

- In the event there is a conflict of interest regarding the aforementioned, staff should reach out to the General Manager or the Executive.

### **13. Workplace Activity Policy**

This policy is intended to ensure that all employees stay focused on performing work assignments in a competent and professional manner. Therefore, it is essential that staff engage only in authorized organizational activities in the workplace except during meal periods and breaks.

#### *Guidelines*

Examples of Violations include but are not limited to:

- A failure to complete all duties and responsibilities as assigned as a result of activities such as:
  - lounging or sleeping,
  - viewing media online,
  - consistently engaging in discussions that are not work related and are distracting for both you and your co-workers,
  - reading for personal pleasure while on the clock, and
  - having a snack on shift in periods of peak customer activity without permission from manager (this is not an exhaustive list, but provides examples of activities that would result in a failure to complete assigned duties and responsibilities);
- Demonstrating a significant lack of attention to assigned duties and responsibilities;
- The use of personal electronics devices for non-business-related purposes while working on the clock. (Management approval is required for the use of personal electronic devices on the clock) (See Personal Device Use Policy);
- Failing to be present or being consistently late for meetings where a calendar invite was accepted. (See Remote Work Policy);
- It is imperative that the employee maintains strict confidentiality at all times when dealing with sensitive matters when working both on- and off-site. This includes but is not limited locking your computer when it is unattended.
- Violations shall be addressed in accordance with the Progressive Discipline Policy and Procedure.

### **14. Staff Training and Development Policy**

This policy is intended to outline AMS mandated, service specific, and legislative training.

#### *Waged Staff:*

- Every employee shall meet the position's training requirements as required by their direct supervisor, provincial and federal law, and as defined within their training manuals. Failure to do so may result in disciplinary action.
- All employees will be paid at Ontario minimum wage for training.





- All waged staff shall undergo a training presentation by the Human Resources Department.

#### Managerial Staff:

- Managerial staff must consult the full policy for their list of responsibilities.

#### *Mandated Government Training*

- In accordance with the Ministry of Labour, all AMS employees shall receive mandatory training on Worker Health and Safety.
- All mandated government training shall be assigned and facilitated through Citation Canada.

#### *Queen's Student Constables*

- All employees of Queen's Student Constables shall complete provincially mandated security training and pass the licensing exam the cost of which will be reimbursed by the AMS.

## **15. Accommodation Policy**

The Alma Mater Society of Queen's University is committed to providing equal treatment with respect to employment without discrimination because of a prohibited ground as described by Ontario's *Human Rights Code* (the Code). The AMS will work to the best of its ability and unless doing so presents undue hardship, with the individual that requests accommodation in an effort to ensure that the measures taken are both effective and mutually agreeable. The AMS encourages individuals to make needs of accommodation known to their immediate supervisor and to work with them in addressing the issue(s).

#### *Accommodation*

- Accommodations shall be provided for individuals where the work must be modified or adjusted to address the needs of the individuals based on protected grounds of discrimination under human rights legislations.
- Outside of protected grounds of discrimination, accommodations are approved on a case-by-case basis by the direct supervisor, and the AMS Executive.
- The Human Resources Office is always available as a resource for any party.

## **16. Compensation and Administration Policy**

This policy is intended to highlight AMS compensation procedures for staff.

#### *Pay*

- All staff will be paid bi-weekly, unless extenuating circumstances warrant (i.e., if the end of the fiscal year falls in between a pay period).
- All pay will be paid out on the Friday following the conclusion of the pay period.



- Any questions about pay cheques should be addressed first to the Manager, then passed along to the Payroll Administrator.

#### *Personal Property Loss or Damage*

- The AMS bears no responsibility for the loss or damage to an employee's personal property that is not required for the employee's duties in the workplace.

## **17. Insubordination Policy**

This policy is intended to maintain that Management treats employees in a fair, equitable and respectful manner and requires that employees act in a similar manner in return. This policy outlines the behaviours and actions that constitute insubordination and defines the manner in which employee insubordination in the workplace will be addressed.

#### *Guidelines*

- The term “insubordination” means the defiance of authority by an employee that occurs when an employee refuses to obey a clear and specific order provided by management that is lawful, reasonable, and within the scope of the employee's duties and responsibilities.
- Employees shall not refuse to accept management's lawful instructions or directions that are reasonable and a part of their regular duties, with the exception of legitimate work refusals.
- Employees shall not incite others to react negatively to a lawful, safe, and reasonable management instruction or direction or make critical comments directed at lawful and safe management decisions that cause disruptions in the workforce or create a substantial risk of disrupting the work or another.
- Employees shall not use profane or obscene language towards any member of management or threaten physical violence or make attempts to carry out any threat.
- If a supervisor or manager provides an employee with an instruction or direction, and the employee has concerns; the employee shall discuss the matter with the supervisor or manager in an appropriate and respectful manner.
  - If an employee is not comfortable with speaking to their direct supervisor then the employee should direct their concerns to the Human Resources Office
- Serious or repeated violations of the Insubordination Policy may result in disciplinary measures including termination of employment.

## **18. Staffing and Resignations Policy**

This policy is intended to outline the expectations and legal requirements around employee resignations and the 90-day probation period.

#### *Probationary Periods*

- All employees shall be subject to a probation period, not to exceed 90 days, commencing on the first day of their contract. Termination before 90 days would not result in pay in lieu of notice.
- Employees are subject to a new probation period at the beginning of each new contract.

### *Resignation*

#### **Salaried Staff:**

- In the event of a resignation, all salaried staff are expected to give at least a two-week notice. All salaried staff should consult the full policies for directions.

#### **Waged Staff:**

- In the event of resignation, the employee shall communicate to their direct supervisor. It is then the responsibility of the immediate supervisor to report the resignation to the Executive and the Human Resources Office.

## **19. Customer Service Standards Policy**

This policy is intended to ensure that the AMS provides customers with high levels of customer service.

### *Guidelines*

- All employees will receive training on accessible customer service and how to appropriately interact with people.
- This includes:
  - Greeting customers in a friendly manner
  - Treating customers with respect, dignity, patience and understanding
  - Respecting customer privacy
  - Acting with integrity
- The AMS will ensure that our facilities, products, and services are accessible to persons with a disability. We will meet or exceed all applicable legislation regarding the provision of customer service.

## **20. Transition Policy**

This policy is intended to ensure a seamless transition between outgoing and incoming staff.

### *Transition*

- All managerial employees are required to read the full policy for transition procedures.
  - Some examples of managerial duties include:
    - Creating a transition package, including transition manual, learning outcomes, and summer summary.
    - Being responsible for transition meetings with their successor to ensure knowledge transfer of the job's duties



- Before the end of term, all employees must return all keys to the Student Life Centre and complete a transition sign off.
- The outgoing Executive, General Manager, Operations Officer, and Information Officer are responsible for monitoring completion.

## **21. Substance Abuse Policy**

This policy is intended to communicate AMS expectations surrounding substance use, misuse, and abuse in the workplace. Employees under the influence of drugs or alcohol on the job can pose serious health and safety risks to themselves and their fellow employees. To help ensure a safe and healthy workplace, the AMS reserves the right to prohibit certain items and substances from being brought on to or present on company premises.

### *Terminology*

The term “drug” means any substance which can change or adversely affect the way a person thinks or feels, whether obtained legally or illegally.

### *Expectations*

- Employees are expected to arrive to work and remain fit for duty and able to perform their duties safely and to standard;
- Distribution, or sale of drugs or alcohol during work hours, including during paid and unpaid breaks, is strictly prohibited;
- Employees on medically approved medication must communicate to management any potential risk, limitation, or restriction requiring modification of duties or temporary reassignment.
- Employees must communicate dependency or emerging dependency to management or the Human Resources Office.
- Report unfit coworkers to management;
- Employees are expected to abide by all governing legislation pertaining to drugs.

### *Roles and Responsibilities*

1. AMS Management will:
  - a. Identify any situations that may cause concern regarding an employee’s ability to safely perform their job functions;
  - b. Ensure that any employee who asks for help due to a drug or alcohol dependency is provided with the appropriate support (including accommodation) and is not disciplined for doing so; and
- Maintain confidentiality and employee privacy.
- The following procedure may be enacted if there is reasonable belief that an employee is impaired at work:



- Suspicions of an employee's ability to function safely may be based on specific personal observations such as: slurred speech, difficulty with balance, watery or red eyes, or dilated pupils, or if there is an odour of alcohol.

If an employee is considered impaired and deemed "unfit for work," this decision is made based on the best judgement of two members of management.

## **22. Customer Credit Card Policy**

This policy is intended to provide the proper security channels in order to protect customer information gathered through credit card transactions.

### *Guidelines*

- These guidelines are maintained by the AMS in compliance with the Payment Card Industry's (PCI) Security Standards Council.
- The AMS will protect cardholder data by
  - Maintaining a firewall configuration
  - Ensuring encrypting transmission of cardholder data across open, public networks
  - Using and regularly updating antivirus software
- The AMS shall keep minimum credit card information that is retained through transactions.

### *Employees Must Not:*

1. Transmit cardholder's credit card data by e-mail or fax;
2. Store credit card data for repeat customers on paper in an unsecured area;
3. Store Personal Identification Numbers (PINs);
4. Electronically store on the Company's computer file or server any unencrypted credit card data;
5. Electronically store any credit card data on any laptop or PC;
6. Share user IDs for systems access; and
7. Acquire or disclose any cardholder's data without the cardholder's consent.

## **23. Off Duty Conduct Policy**

This policy is intended to outline the expectations for AMS employees regarding off-duty conduct.

### *Guidelines*

- When employees are off duty there is still an expectation by the AMS that employees will conduct themselves in a way that positively represents the company's values.
- Off-work conduct may be subject to disciplinary action or termination if:
  - The conduct of an employee harms the reputation of the AMS



- The behaviour renders the employee unable to perform their duties satisfactorily
  - The behaviour leads to other people's refusal, inability, or reluctance to work with them
- An investigation process will be followed in order to determine the resulting disciplinary actions.

## **24. Personnel Records Policy**

This policy is intended to outline the procedure of personnel record keeping.

### *Guidelines*

- AMS employee records are the property of the AMS.
- The AMS uses Citation Canada as the primary personnel recordkeeping platform.
- All personnel records shall be retained for three years from the time the employee was last active for the company.

### *Access*

- Employees have continuous access to their Citation Canada profile. They can access any documents that have been uploaded to their file at any time from any of their devices.

## **25. Electronic Monitoring Policy**

This policy is intended to provide transparency around how employee work is monitored.

### *Electronic Monitoring Practices*

- The AMS collects information through electronic monitoring in order to protect the company's legal and business interests.
- The AMS will electronically monitor the following activities and procedures:
  - Email and file storage systems in Microsoft 365.
  - Desktop and Laptop devices (we do not monitor daily user activity, but we do monitor system statistics and location for asset protection and remote support).
  - Network activity and cloud platforms for security purposes.
- Any information collected by electronic monitoring may be used during employee reviews or during consideration of disciplinary decisions.
- The AMS will ensure that any collected information is handled appropriately by:
  - Only leveraging monitoring tools for support, and security purposes.
  - Maintaining an ethical stance by respecting personal privacy as much as possible.
  - Not hindering user experience with the monitoring tools and software.

## **26. Progressive Discipline Policy & Procedures**



This policy is intended to highlight disciplinary action carried out by the AMS to improve employee performance. The general intent of disciplinary action shall be to correct and improve employee performance and should not be seen as a punitive measure.

#### *Delivery of Discipline*

- All disciplinary notices and policy updates are delivered through Citation Canada.

#### *Process for Discipline*

1. Discipline comes in 4 components. Each step in the process is more serious in nature than the previous step:
  - First Written Warning
  - Second Written Warning
  - Final Written Warning
  - Termination
- In extreme cases, as a result of a major work rule violation, management reserves the right to go directly to a Final Written Warning, or termination, provided they have received Executive and Human Resource approval prior to.
- It is important that we find a way to hold our managerial/supervisory staff to a consistent standard equal to that of the service staff, but more appropriate to the work being carried out. As such, the AMS uses two approaches to disciplinary procedures specific to the types of roles staff hold:
  1. Demerit system for service staff due to the nature of the job having finite duties to complete during one shift.
  2. Result and deadline driven discipline system for managerial staff and supervisors. Managerial staff and supervisors should refer to the full policy to consult the detailed approach to discipline.
- Even if there are different discipline measures, all staff follow the same policies and regulations. All disciplinary actions will be documented manually on a Progressive Discipline Notice.

#### *Demerits*

1. The AMS has a 10-point demerit system where after each interval of 3 demerits, there is a result of corrective action
  1. 3 consecutive points result in a First Written Warning
  2. 6 consecutive points result in a Second Written Warning
  3. 9 consecutive points result in a Final Written Warning
  4. 10 consecutive points results in Review of Employment/Termination
- Any individual occurrence of policy violation resulting in 3 or more demerits, and/or any combination of policy violations resulting in 3 consecutive demerits will require Human Resources Office support.

Management must seek Human Resources Office support before delivering termination. In extreme cases, as a result of a major work rule violation, management reserves the right to go

directly to a Final Written Warning, or termination, provided they have received Exec and HR approval prior to.

#### *Universal Demerit List*

<b>Offence</b>	<b>Example / Explanation</b>	<b>Number of Demerits</b>
Attendance and Punctuality	Arriving to work 1 minute to 59 minutes after scheduled shift or calling in sick outside of government legislated days results in - late or absence, both + 1 demerits.*	1
Mutual Respect	Using inappropriate language or topics on shift. Contact HR for any clarification if required.	1
Workplace Activity	Snacking on shift without manager approval.	1
Behaviour Policy	Improper uniform or attire. Check with service-specific uniform rules.	1
Personal Device Use	Being distracted with personal devices when on shift.	1
Attendance and Punctuality	Failure to be available for at least one shift per week without justification and manager approval. (Any availability changes must be approved prior to scheduling of shifts).	1
Off-Duty Conduct	Wearing portion of uniform while off-duty without manager approval.	1
Insubordination	Failure to follow instructions from the Manager on Duty (simple instructions or repeated occurrences of a minor nature).	1
Workplace Activity	Willful neglect of employee duties (as outlined in the employee contract and job description).	3
Behaviour Policy	Abuse of staff privileges or discounts.	3
Attendance and Punctuality	No Call No Show: Failure to report to a scheduled shift, training, or meeting, and failure to notify a manager. Once you are more than 1 hour late, you are considered to have missed the 'shift.'	3
Behaviour Policy	Inappropriate use or mistreatment of equipment, furniture, or merchandise.	3



Please be aware that this document serves as a summary. For thorough policy details please refer to the policies themselves.

Mutual Respect	Intentional disrespectful behaviour to staff or patrons or failure to adhere to the rules of any on-campus establishment or service.	3
Behaviour Policy	Exhibiting behaviour that compromises service <i>on or off</i> shift.	3
Standards of Performance	Major violation of Human Resources Policy and/or the AMS Mission Statement.	9
Substance Abuse	Arriving to work in a state that would be considered under the influence of drugs and or alcohol, unfit to perform work duties.	Up to 10 points (Always seek HR support)
Harassment, Discrimination, and Violence in the Workplace	Sexual/verbal/physical harassment of staff or patrons (based on investigation findings).	Up to 10 points (Always seek HR support)
Behavior Policy	Theft (based on investigation findings, zero tolerance).	Up to 10 points (Always seek HR support)
Insubordination	Gross insubordination.	Up to 10 points (Always seek HR support)