

# Transition Policy

## Purpose / Intent

The purpose of this policy is to ensure a seamless transition of outgoing staff and incoming staff. The AMS undergoes a massive transformation every May 1<sup>st</sup>. The success of the organization depends greatly on this process being as consistent as possible.

## Terminology

The term “AMS” means the Alma Mater Society of Queen’s University Incorporated and the Alma Mater Society of Queen’s University.

The term “Executive” refers to the person or persons who have been elected as the President, Vice President (Operations), and Vice President (University Affairs).

The term “Direct Supervisor” refers to the specific Director, Commissioner, Head Manager, or member of the Executive who directly oversees the employee.

The term “salaried staff” refers to the Executive, Head Managers, Directors, and Commissioners who work for the AMS and are paid a fixed salary based on their hours worked.

The term “waged staff” refers to any employee who works for the AMS and is paid a wage on an hourly basis.

The term “Senior Management” collectively refers to the Commissioners, Directors, and Head Managers of the Major Services.

The term “Assistant Managerial Staff” refers to all other managerial staff in the Services, Offices, and Commissions who are not a part of Senior Management.

## Scope

This policy applies to all AMS waged and salaried employee positions, held by students of Queen’s University.

## Policy

### Transition

#### General

1. All managerial employees shall be required to create a transition package and submit it to their immediate supervisor as specified. The contents of the transition package will all have separate due dates outlined by the Human Resources Office.
2. All managerial employees shall be required to write a transition manual that outlines their transition into their position. This manual shall be known as Phase I.
3. All managerial employees shall be required to create a list of learning outcomes, and then use these outcomes as a guide to transfer knowledge of their role to their successor through transition meetings. This list shall be known as Transition Checklist.
4. All 12-month managerial employees shall be required to write a transition manual that outlines the duties for their positions in the summer. This manual shall be known as Summer Summary.
5. All corporate managerial employees shall be required to write an operations manual for their service. This manual shall be known as Phase II.
6. All government managerial employees shall be required to write a briefing document along with procedural documents which act as a comprehensive guide to their positions. These documents shall be known as Phase II.
7. Intermediary due dates may be added at the discretion of the Executive, in conjunction with the Human Resources Office to ensure effective materials are provided for Phase I, Transition Checklist, Summer Summary, and Phase II manuals.
8. All salaried employees shall be expected to complete a submission for the Annual Report before the end of their term, to be submitted to the Director of Communications and monitored by their direct supervisor.
9. Before the end of their terms, all employees must return all keys to the Student Life Centre. Failure to do so will result in a forfeiture of their key deposit.

#### Content

1. Transition Manual Phase I:
  - a. The Phase I transition manual shall include all relevant information regarding the transition process and preparing the incoming staff member for the first day of their salaried or waged employment term. Transition Manual Phase I shall include the following components:
    - i. Full job description and outline of responsibilities
    - ii. Relevant information regarding the hiring process:
      1. Positions for which they will be hiring
      2. Suggested hiring criteria
      3. Hiring timeline
      4. Job description and outline of responsibilities for those they will

- be hiring
5. Any additional, necessary information
2. A timeline of the transition period and the list of learning outcomes.
    1. Policies and/or documents that the successor will need prior to commencement of position.
    2. Explanation of AMS hierarchy.
    3. Explanation of internal (i.e. Assembly, Board and committees) or external (i.e. Senate, SOARB) committees they are on, if applicable
    4. A list of working relationships that hold relevance to the position.
    5. Any budgetary information that will be needed within the first two weeks.
  - b. Summer Summary: The Summer Summary shall include a comprehensive monthly list of all tasks and projects completed in the summer months as well as any additional necessary information.
  - c. Transition Manual Phase II (Corporate):
    - i. Operations Manual: This manual shall include all relevant information to the incumbent on how to fulfill their job responsibilities starting from the first day of their salaried or waged term. Phase II Operations Manuals shall include the following components:
      1. A timeline of essential tasks, programming, and events, and when they should be completed.
      2. Ongoing projects/initiatives that require follow-up or continuation
      3. Budget and strategic planning documents
      4. Copies of pertinent documents
      5. General administrative tasks such as email, phone, vouchering etc.
      6. Detailed operational instructions on completing daily/weekly/monthly responsibilities
      7. Any long term or strategic plans that require continued implementation as well as an explanation as to why they are pertinent.
      8. Head or business managers of AMS Services shall include revised budgetary submissions for the use of their successor that include but are not limited to: budgetary expectations for the next year for operational variables such as volume of sales, cost of goods, staffing costs; explanations of variance levels from budget to actuals; and general budgeting guidelines for the service.
      9. Any additional necessary information
  - d. Transition Manual Phase II (Government):
    - i. Briefing Document and Procedural Documents. Phase II shall include all relevant information to the incumbent on how to fulfill their job responsibilities

starting from the first day of the contract. Phase II Briefing Document and Procedural Documents shall include the following components:

1. A timeline of essential tasks, programming, and events, and when they should be completed
  2. Ongoing projects/initiative that require follow-up or continuation
  3. Budget and strategic planning documents
  4. Copies of pertinent documents
  5. General administrative tasks such as email, phone, vouchering, etc.
  6. Detailed operational instructions on completing daily/weekly/monthly responsibilities
  7. Any long term or strategic plans that require continued implementation as well as an explanation as to why they are pertinent
  8. Any additional necessary information
- e. Transition Meetings and Learning Outcomes:
- i. These meetings shall take place between each salaried employee and their successor to ensure exhaustive knowledge transfer of the job's duties as outlined in the relevant list of learning outcomes in Transition Checklist.
  - ii. The list of learning outcomes shall specify the elements of the job that the incoming salaried employee shall understand after the completion of transition meetings with the relevant outgoing employee.
  - iii. Salaried employees shall hold transition meetings with their successors in order to educate them on the elements of their job as specified by the list of learning outcomes. The responsibility for scheduling and conducting these transition meetings shall lie with the incumbent salaried employees. Salaried employees shall be required to review and update the relevant list of learning outcomes throughout the term of their contract.
  - iv. Upon commencement of their contract, incoming salaried employees shall review the relevant lists of learning outcomes and ensure that they exhaustively capture the knowledge of the role that must be transferred between themselves and their successors.
  - v. Incoming and outgoing employees will meet with their immediate supervisors to ensure that the incoming employee is knowledgeable enough in their position to complete transition. This is known as a Transition Sign-Off Meeting.
3. Confidentiality
- a. The relevant Transition Package for each individual position shall be considered confidential documents. A separate non-disclosure and confidentiality agreement will be signed by all incoming employees in advance of receiving any transition documents in cases where the incoming employee has yet to sign and accept their offer of employment.

4. Transition Period
  - a. Transition shall occur between March and April for those employees whose contract begins between May and September 1.
  - b. For those who have irregular start dates (i.e. December 1st), transition shall occur in the month preceding the commencement of their contract.
  - c. Meeting shall normally be spent in the equivalent of an on-shift transition format. The nature of the transition shall be dependent on the position, however in all cases the two employees shall spend the time in their place of work.
  - d. The outgoing managerial employee shall be responsible for ensuring their incoming counterparts fulfill the necessary transitional hours to effectively complete their job duties. This will be verified via the Transition Meetings and Learning Outcomes meetings. The outgoing supervisor shall be responsible for ensuring outgoing employees are educating the relevant incoming employee according to the relevant list of learning outcomes.
  - e. Where there is sufficient evidence that there is a need for additional transitioning, a former employee may be paid hourly to provide additional assistance where necessary, during the month of May. This shall be capped at a maximum of 10 hours, unless extenuating circumstances require additional time. In all cases, this additional time shall be approved by the Executive and General Manager.
5. Monitoring/Failure to Comply
  - a. The relevant supervisor, outgoing Executive, General Manager, Operations Officer, and Information Officer shall be responsible as a team for monitoring and ensuring compliance of outgoing employees with regards to expectations surrounding Transition. For purposes of clarity transition responsibilities shall be in four parts:
    - i. Transition Manual Phase I with Transition Checklist
    - ii. Summer Summary
    - iii. Transition Manual Phase II
    - iv. Learning Outcomes Meetings
  - b. The relevant incoming and outgoing supervisors shall be responsible for monitoring and ensuring compliance of incoming and outgoing employees with regards to Outcomes Based Transition Meetings. Incoming supervisors shall be expected to regularly meet with their incoming employees during the transition period in order to monitor this progress.
  - c. The Human Resources Office shall be responsible for tracking submission of all transition materials, ensuring completion of transition meetings and coordinating corresponding remuneration with the AMS Payroll & Administrative Assistant.
  - d. The Human Resources Office will inform and confirm the status of transition documents and meetings with the respective member of the AMS Executive.
6. Contracts
  - a. Contracts for all managerial staff shall outline all transition requirements, including

- the submission of a transition package and one-on-one transition meetings with the relevant incoming employee.
- b. Contracts shall clearly outline the total salary for the position.
7. Storage
- a. Transition manuals shall be collected by the Human Resources Office for electronic storage.
  - b. All transition documents will also be located on the AMS network and Microsoft Teams in the employee's respective account.

## **Contracts**

### **1. Signing**

- a. All AMS employees shall be required to sign an employment contract detailing the terms and conditions of their employment.
- b. The contract signing period will be determined by the Incoming Vice President (Operations) and the Human Resources Office.
- c. Salaried employees shall be notified of this requirement at the time an employment offer is extended to them. It shall be the responsibility of the Incoming Vice-President (Operations) with the assistance of the Human Resources Office to ensure that the relevant incoming employees have signed their contract normally no later than the last day of April or prior to the commencement of their employment term.
- d. Prior to commencing work, all employees and appointees shall be made fully aware of their job descriptions, any remuneration, time requirements, and all relevant rules and regulations.
- e. Employees shall be made aware of all policy and informed as to how to access it at any time.
- f. All employees will be given five (5) business days to review their contracts and consult legal counsel.
- g. The review and approval process of the salary grid must be completed prior to contract signing and provided by the incoming Vice President (Operations) to the Administrative & Payroll Assistant no later than March 31 prior to the processing of the first payroll in May.

### **2. Extended Signing**

- a. If the employee is hired after the designated signing period, it is the responsibility of their direct supervisor to have the employee sign a contract before they begin their term.

### **3. Contract Content**

- a. The content of all contracts shall be subject to approval by the AMS Board of Directors, General Manager, the Human Resources Office, and legal counsel.

4. Contract Access

- a. All contracts should be stored in the AMS Human Resources Office. An employee's contract may be viewed by that employee with 24 hours advanced notice. That viewing will be done on site in the presence of someone from the Human Resources Office.

**Monitoring**

Monitoring for compliance with this policy will be carried out by...

<b>Responsibility and/or contact person</b>	Human Resources Office
<b>Approved by</b>	Board of Directors
<b>Date initially approved</b>	January 1991
<b>Date last revised</b>	August 12, 2022
<b>Date of next review</b>	Every two years, or when significant change dictates a need for revision.
<b>Related policies, procedures, and guidelines</b>	N/A
<b>Policies superseded by this policy</b>	N/A