



AMS EMPLOYEE POLICY AND PROCEDURES MANUAL

APPROVED BY ASSEMBLY AND THE BOARD OF DIRECTORS

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INTRODUCTION

The intention of the AMS Policy and Procedures Manual for staff and management is to clearly outline the general terms and conditions of employment for all paid employees.

For certain staff members the specific terms and conditions of their employment are detailed in their respective employment contracts. In those instances where an employment contract is silent on a specific policy issue the material in this manual will apply.

This manual is intended to create harmonious and productive working relationships through the fair and consistent application of AMS policy. This manual is also intended to serve general staff members as a clear statement of many aspects of their employment relationship with the AMS

The AMS is an equal opportunity employer. It shall endeavour to be non-sexist, non-racist, non-homophobic and otherwise all-inclusive. The AMS, its managers and all its staff, are expected to operate within the guidelines of the Ontario Human Rights Code, the Charter of Rights and Freedoms, and the Ontario Employment Standards Act.

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ARTICLE 1: STAFFING

1.01 PROBATIONARY PERIODS

Every student employee will be considered on probation until after he/she has completed 6 weeks (or 10 full shifts for those who work specified shifts) of work. Upon completion of such probationary period, the following may occur:

- i) probation ended and employment confirmed;
- ii) termination of employment;
- iii) extension of probationary period.

The probation period may be extended for a maximum of 4 weeks (or 6 full shifts for those employees who work specified shifts). At this time the person's employment is either continued or terminated.

1.02 TERM OF EMPLOYMENT

All employees of the Services are employed for one AMS fiscal year (May 1 to April 30) excluding those employed in a service that overlaps two fiscal years.

Students may be employed for some part or all of the summer term subject to the staffing requirements of each service.

ARTICLE 2: WORK SCHEDULES

2.01 HOURS OF WORK

Hours of work are specific to each service. It is the sole responsibility of the staff to regularly read the schedule and make note of their scheduled shifts. Under normal conditions a staff member should not be employed for longer than 44 hours in one week (i.e. no overtime worked). If an employee works on a statutory holiday, that employee shall be paid 150% of the regular wage rate.

2.02 REST BREAKS

Employees are entitled to breaks as per the service specific staff manuals. The Guidelines in these specific service manuals should abide by the Employment Standards Act.

2.03 ATTENDANCE

Every employee is expected to:

- i) be in regular attendance during all scheduled hours of work;
- ii) report to work on time; and

Unsatisfactory attendance including reporting late or leaving early may be cause for disciplinary action, including discharge. Employees who for any reason cannot report to work on time, must notify their manager or immediate supervisor as appropriate as far in advance as possible.

If a situation arises where it is impossible for any of the managers or assistant managers to be on duty due to extraordinary circumstances the appropriate Director must be informed immediately. For employees in

management positions other than those at Alfie's and the Queen's Pub, alternate arrangements can be made at the discretion of the appropriate Director.

In the situation where either a manager or assistant manager cannot be on duty at Alfie's or the Queen's Pub, the Services Director must be informed in writing as soon as possible. Alternate arrangements are subject to the approval of the Services Director and the Vice-President (Operations) and can only be made under the following conditions:

1. A manager or assistant manager from the other A.M.S. pub, Services Director or VPOPs is available or a newly hired manager or assistant manager from that pub (and who has previously worked in that pub) is available and has previously been approved by the License Holder.

2. An individual as specified in #1 will be appointed as manager for said evening and he/she will work in conjunction with senior operational staff from that pub to ensure that evening runs smoothly. The official pub manager is ultimately responsible for ensuring that all administrative duties are completed to the required standard.

3. The pub will absorb the cost of paying the temporary manager at 1/6 of a regular assistant manager's weekly salary.

4. One of the current managers or assistant managers of that pub will be available by beeper or telephone at all times throughout the evening.

2.04 INCLEMENT WEATHER

The AMS assumes that staff members make every effort to get to work on time. When storms occur staff members are expected to make arrangements which will enable them to arrive as soon as possible. During bad weather, the AMS does not penalize a staff member for lateness or absence if a genuine effort has been made.

2.05 TRANSPORTATION

If for any reason a staff member feels uncomfortable walking home alone then the employee may request a taxi at the expense of the relevant service or publication.

2.06 VACATION

All salaried summer full-time employees shall be entitled to two weeks paid vacation.

ARTICLE 3: LEAVES OF ABSENCE

3.01 SICK LEAVE

(i) Staff:

Any staff member who cannot report to work because of serious sickness or injury will be entitled to take a leave of absence without pay for up to four (4) weeks. This period may be extended at the discretion of the manager. If the employee is unable to return to work at the end of such leave, his/her employment will be terminated.

When an employee is unable to report for work because of illness or injury, he/she must contact the manager on duty as early as possible prior to the commencement of his/her next scheduled shift, and appropriate arrangements must be made. In the case of longer absences, the manager on duty must be kept informed of the progress of recovery at regular intervals.

Management reserves the right to request a doctor's certificate for periods of absence due to illness extending beyond two scheduled shifts.

Management reserves the right to fill such vacancies on a temporary basis.

(ii) Management

Should a manager or assistant manager be unable to report to work due to serious injury or illness, she/he must inform the appropriate Director immediately. The manager or assistant manager is entitled to take a leave of absence of up to two weeks without loss of pay. This is subject to the condition that he/she make up the missed shifts or duties when she/he returns. If there are concerns that the terms of this condition cannot be met, the final approval for remuneration during this period rests with the Director.

This period may be extended with or without pay at the discretion of the Director and he/she will report the outcome of this to the Board of Directors.

The Director reserves the right to request a medical certificate and to fill any vacancies on temporary basis as necessary.

3.02 GENERAL COMPASSIONATE LEAVE

Important or unusual circumstances may make it necessary for a staff member to be absent from work for short periods of time. A sudden serious illness in the staff member's family, a medical or dental appointment or other such infrequent emergencies will be permissible justifications for absence from work. In every case the decision will be made by the service manager (or appropriate Director) and will be based on a fair, reasonable and equitable standard which recognizes such leave as an earned privilege but not as an established right open to abuse.

For salaried staff the decision to grant such a leave without loss of regular pay will be made on a case-by-case basis.

Application for such leave shall be made in writing at least three (3) days prior to the commencement of the leave, unless such notice in advance is impossible to give. The application must clearly state the reason for the leave of absence and the duration of such absence.

3.03 ELECTIONS

An individual who is employed by the AMS in a salaried position who wishes to campaign for election to the AMS Executive will be faced with an extreme conflict of time. The priority of the AMS must be that the management of the respective department does not suffer as a result of the election campaign. Therefore:

- i) A salaried employee of the AMS must announce his/her intention to run for AMS Executive as soon as possible.
- ii) The individual in question must be prepared to take a leave of absence from his/her management position for the course of the campaign.
- iii) The individual must ensure that his/her responsibilities will be adequately covered during the imposed leave of absence, without inflicting undue stress or strain on the service, staff or patrons.
- iv) Should the manager's campaign be successful, the Board of Directors may require the individual to resign his/her management position immediately.
- v) Ultimately, it is the responsibility of the Board of Directors to ensure that the respective department is adequately managed during an imposed leave of absence or resignation.

ARTICLE 4: STAFF TRAINING AND DEVELOPMENT

4.01 STAFF RESPONSIBILITIES

Every student employee must meet their service's training requirements. Failure to do so may result in disciplinary action. Employees will be paid at the current Ontario minimum wage rate for all mandatory training sessions apart from staff orientation.

The AMS Inc. is responsible for ensuring that all of its employees are properly trained to deal with duties they are required to perform. This includes the proper use of equipment as well as the liability involved with dealing with customers.

4.02 CONFERENCES

The AMS is in favour of sponsoring its employees to attend conferences for the purpose of gaining new ideas and developing beneficial contact. Allocations for such events will be made subject to financial constraints.

4.03 PERFORMANCE APPRAISALS

Performance appraisals shall take place for three periods: May 1 - August 20, September 1 - December 1, and January 1 - April 1, except where any member of the staff or management has not been working. In the case of management, these evaluations will be presented in confidence to the Board for approval. Confidential evaluations will be kept in the Human Resources Office.

Service Managers and Editors will be evaluated by the appropriate Director, Assistant Managers by the Managers and any Business Managers will be evaluated jointly by the Media Services Director and the Editors.

ARTICLE 5: DISCIPLINE AND APPEALS PROCEDURE

5.01 POLICY

(i) The general intent of disciplinary action shall be to correct and improve employee performance, not to punish.

(ii) The standard of conduct expected from services staff and management is full adherence to the terms of employment stated in this manual, the rules outlined in service specific staff manuals and any employment contract they have signed. All employees shall be provided with a comprehensive list of rules and expectations.

(iii) Expectations for adherence to proper conduct standards shall remain in effect for all employees while they are present but off-duty in any AMS service, and for employee interaction with co-workers outside the service in which they are employed.

(iv) All disciplinary actions and any record of such shall remain confidential. In the event of any termination or the suspension of a management employee, the Board of Directors may choose to release a statement of notification.

(v) When a conflict of interest exists (e.g. romantic relationship, housemate) between an employee and their supervisor, the supervisor shall remove themselves from any disciplinary process. Responsibility for the process shall be delegated to another AMS employee in a supervisory position to the employee (e.g. HR manager, director) subject to the approval of the VPOPs.

(vi) Consistent with section 1.04 of the AMS Hiring Policy and Appointments Policy and Procedures Manual, the AMS shall endeavor to ensure its employees' AMS experience does not impede their academic performance. In the event an employee is encountering serious academic problems, their supervisor shall meet with the employee and empathetically explore any effect that the employee's AMS job may be having on their academic performance. Irrespective of the employee's job performance, termination may be recommended by the supervisor if in her/his judgment this is a step that is essential to a resolution of the employee's academic problems.

5.02 PROGRESSIVE DISCIPLINE

(i) The escalating measures listed below shall generally be followed in the event of a rule infraction, unsatisfactory performance or inappropriate conduct. In the case of service staff, each service may establish its own demerit system at the discretion of the manager (subject to approval by the appropriate director who must ensure uniformity in fairness among services' demerit systems), to determine at what point each of the measures shall be warranted. Both managers and directors shall have the discretion to bypass any measure in favour of a more severe one, when in their judgment an employee's offence is deemed serious enough to justify so doing. In the event that a disciplinary measure is bypassed by a manager/director, their supervisor shall be notified.

a) *Simple verbal warning*

An employee must be aware an infraction has occurred and that the manager/director is also aware of it.

b) *Warning noted in employee's employment file*

The employee shall be informed that a warning will be recorded and retained on file.

c) *Written warning and employee acknowledgment of the offence*

This shall be signed by both the employee and the manager/director and a copy shall be retained on file.

None of the above measures shall be subject to appeal. However, any AMS employee who believes they have been disciplined unfairly should, and is entitled to, discuss this matter with their direct supervisor.

5.03 SUSPENSION

(i) An employee shall be subject to a suspension without pay, not exceeding a period of two weeks, imposed by the manager/director under either of the following conditions:

a) The employee commits a further offence after all measures listed in 5.02 have been exhausted.

b) In the judgment of the manager/director the employee's offence is sufficiently serious as to warrant immediate disciplinary action greater than the measures provided in 5.02 but not so serious as to warrant termination.

(ii) An employee may be subject to indefinite suspension, with or without pay, for the purpose of investigating alleged misconduct. Forgone earnings may be restored to the employee at the conclusion of the investigation.

(iii) While on suspension from their job, no employee shall be permitted to enter their place of work other than as a paying customer.

(iv) In all cases of suspension the appropriate hiring committee shall be informed.

5.04 APPEAL OF SUSPENSION

(i) Any AMS employee who is to be suspended per section 5.03(i) shall be informed of their right to appeal at the time of suspension.

(ii) Any AMS employee who believes that they have been suspended unfairly per section 5.03(I) should discuss this matter with their direct supervisor. An appeal should only be used if this discussion fails to satisfy the employee.

(iii) In the case of a suspended service staff the appeal shall be made to the Vice-President(Operations). In the case of a suspended manager or assistant manager the appeal shall be made to the Chair of the Board of Directors.

(iv) Any appeal must be filed in writing to the VPOPs/Chair within three days of the employee being notified of the suspension. The submission shall state the reasons for the appeal and shall include any supporting evidence/ documentation. It is at the discretion of the VPOPs/Chair as to whether they interview any concerned parties, including the appellant. A written decision on the appeal shall be rendered within three days of the filing of the appeal.

(v) The VPOPs/Chair may decide to:

a) uphold the suspension

b) shorten the suspension or call for a lesser disciplinary action

c) overturn the suspension

In the event the suspension is overturned, the employee may be eligible for lost wages/salary at the discretion of the VPOPs/Chair.

(vi) The VPOPs/Chair shall modify or overturn a manager/director's decision to suspend an employee only when there is *clear and compelling* evidence that the employee has been treated unjustly. The appeal does not constitute an opportunity for the VPOPs/Chair to simply second-guess the judgement of a manager/director but rather exists solely to ensure there has not been an indisputable miscarriage of justice based on the facts.

5.05 TERMINATION

(i) All decisions for termination shall be made by the appropriate hiring committee for the position. Cause for immediate dismissal shall include, but not be limited to, wilful misconduct, wilful neglect of duty, repeated unavailability for work, theft, gross insubordination, harassment/discrimination and substance abuse while on duty.

(ii) An employee's employment may be terminated without just cause once the probationary period has been completed by providing the employee with the following working notice, or at the sole discretion of the AMS, pay in lieu of such notice.

<u>Length of Service</u>	<u>Weeks of Notice Period</u>
6 weeks - 1 year	1 week
1-2 years	2 weeks

(iii) Any employee who believes that they have been unfairly terminated should discuss this matter with the appropriate hiring committee. If this discussion does not satisfy the employee, they may appeal the decision to terminate.

(iv) The Board shall receive written notification of any decision to terminate an employee.

(v) A tri-trib ban issued to a TAPS manager shall also constitute grounds for immediate dismissal.

5.06 APPEAL OF TERMINATION

(i) Any employee who is terminated shall be informed of their right to appeal at the time of termination.

(ii) All appeals of termination shall be made to the Chair of the Board of Directors. The appeal must be filed in writing to the Chair within three days of the employee being notified of the termination. The submission shall state the reasons for the appeal and shall include any supporting evidence/documentation.

(iii) The Chair shall arrange to interview both the hiring committee and the appellant, and any other party that in the judgement of the Chair is instrumental to the appellant's termination. Before rendering a decision the Chair shall seek advice from the AMS retained legal counsel. A decision on the appeal shall be rendered within one week of receipt of the written submission. Written notification of the Chair's decision shall be given to all concerned parties.

(iv) The Chair may decide to:

- a) uphold the termination
- b) overturn the termination
- c) overturn the termination and call for a lesser disciplinary action(i.e. suspension)

In the event the termination is overturned, the employee may be eligible for lost wages/salary at the discretion of the Chair.

(v) The Chair shall overturn a hiring committee's decision to terminate only where there is clear and compelling evidence that the employee has been treated unjustly. The appeal does not constitute an opportunity for the Chair to simply second-guess the judgement of the hiring committee but rather exists to ensure there has not been an indisputable miscarriage of justice based on the facts.

(vi) The Chair shall report their decision to the Board of Directors for information purposes.

(vii) The Chair's decision shall be final and there shall be no further right of appeal.

ARTICLE 6: CONFIDENTIALITY OF PERSONNEL RECORDS

6.01 Employee performance records

Current-year employee performance records are maintained by managers and supervisors and are strictly confidential. At the conclusion of each fiscal year, performance records shall be transferred to the Human Resources Office. They are completed for the purpose of improving employee performance and are the property of the Alma Mater Society Inc. Authorization from an employee member for the divulgence of his/her files will be necessary but not sufficient for this confidential personal information to be divulged. Any release of these confidential records, other than the situation described in this policy, must be brought before the Board for approval.

Employees may review the contents of their personnel files in their supervisor's office only on submission of a written request or previous arrangement with the supervisor. Former employees may do the same in the Human Resources Office, upon submission of a written request or previous arrangement with the Human Resources Officer.

Hiring committees may not view any documented performance records of applicants.

If a former AMS employee uses the AMS as a reference without naming a particular person who could provide a personalized reference, the AMS shall simply cite the high level of AMS turnover and simply confirm/deny the individual's employment with the AMS.

ARTICLE 7: SALARY ADMINISTRATION

7.01 REMUNERATION

Salaries and wages are as per the annual AMS Remuneration Review.

7.02 PAY PERIODS

All staff and management are to be paid bi-weekly, with Thursday as the usual official payday. Pay cheques are available at the AMS front desk.

7.03 PAY DISCREPANCIES

Any queries or complaints regarding pay cheques should be directed first to the manager and then the appropriate Director.

ARTICLE 8: INJURIES

8.01 REPORTING

Any employee who injures herself or himself during the conduct of duties for the AMS shall report the injury to their supervisor during the shift on which the injury occurs. In the case where, the injured person is in a supervisory role he/she shall report the injury to her/his supervisor as soon as possible after the shift. If the supervisor must leave his/her duties, she/he will appoint another employee as supervisor in their place. The supervisor on duty should prepare a written report of any injuries that have occurred during a shift. If the injury needs medical attention and/or hampers the employee's ability to perform his/her regular duties, this report will be submitted to the appropriate Director and Vice-President (Operations) no later than the next working day.

8.02 LEAVE:

The A.M.S. will not knowingly employ anyone with an injury or permanent condition whose health will be endangered by the regular performance of her/his duties. In the case where an employee is injured, on or off the job, and unable to perform his/her duties the employee will be considered on sick leave as per Section 3.01. The employee may only return to work upon presenting a medical certificate to his/her supervisor stating that she/he is fit to do so.

8.03 COMPENSATION:

The employee will be compensated as per Section 3.01. The specific service will endeavour to compensate the employee upon his/her return to work through increasing the number of shifts available (where possible). The A.M.S. will not be responsible for compensating employees for unreported injuries. If the individual wishes to pursue compensation beyond this, they must appeal through the process outlined in Section 5.04 for appealing disciplinary action.

ARTICLE 9: STAFF LAYOFFS

9.01 Eligibility

When faced with the unfortunate need to lay people off, the A.M.S. may consider all employees in a given service (including management) as eligible to be laid off.

9.02 Employers Responsibilities

The AMS Inc. has the responsibility of ensuring that, when decisions to lay people off are made, any and all staff members affected by this decision shall be notified immediately.

9.03 Notice

All layoffs proposed by managers/directors shall be subject to approval by the AMS Board of Directors.

9.04 Returning to Work

Should conditions change such that additional employees are required following a layoff period then any employees who have been laid off shall have the right of first refusal for said jobs in that year.

ARTICLE 10: TRANSITION

10.01 Transition Manual

All salaried employees shall be required to submit a transition manual that shall be reviewed by both the HRO and the employee's supervisor. This requirement shall be included in the employee's contract. A late submission or lack of submission of this manual may result in a forfeiture of \$200.00 in salary that shall have been withheld from the employee's salary over the course of their employment.

10.02 Confidentiality

Transition manuals for each individual position shall be considered confidential documents until the incoming employee has officially been hired (and ratified where appropriate.) Once the employee has been officially hired, they shall have access to all transition manuals from previous years.

10.03 Monitoring

Transition in the form of shift-work and/or meetings/interaction with the employee's successor shall take place during the March-April period and shall be monitored by the relevant supervisor. This requirement shall be included in the employee's contract.

10.04 Transition Period

In addition to transition activity occurring in March-April, incoming and outgoing employees shall devote two full days (sixteen hours) to an *AMS Transition Period*. During these two days, at least sixteen hours must 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 the place of business, and shall sign-in with the relevant executive supervisor throughout the day.

10.05 Failure to Comply

A failure to comply with sections 10.03 and 10.04 of this policy or any inadequate availability or cooperation in the transition process may result in the forfeiture of \$200.00 in salary that shall have been withheld from the employee's salary over the course of their employment. This amount shall be withheld in addition to the amount cited in 10.01.

ARTICLE 11: CONTRACTS

11.01 Signing

All salaried AMS employees shall be required to sign a contract detailing the terms and conditions of their employment. 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 Vice-President (Operations) to ensure that the relevant incoming employees have signed their contract no later than the last day of the second week of April.

11.02 Extended Signing

If the employee is hired after the signing period designated in 11.01 it is the responsibility of their direct supervisor to have the employee sign a contract before they begin their term.

11.03 Contract Content

The content of all contracts shall be subject to approval by the AMS Board of Directors.

11.04 Journal Editor Contracts

The content of the Journal Editors' contracts shall be subject to approval by both the Journal Board of Directors and the AMS Board of Directors.