

Staff Training and Development

Purpose / Intent

With a number of services, commissions, and offices under the Alma Mater Society of Queen's University, it is important that we clearly outline AMS mandated, service specific, and legislative training. The expectation is on both staff and managerial roles.

Terminology (if applicable)

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 employees. Due to the procedural nature of this policy, Permanent staff should first reference the Training and Development section of the Permanent Staff Policy.

Staff Training and Development

1. Waged Staff Responsibilities

- a. Every student employee shall meet their 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.
- b. Employees shall be paid at Ontario minimum wage for all mandatory training sessions.
- c. The AMS 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.
- d. All waged staff shall undergo a presentation on Human Resources, Sexual Violence and Bystander Intervention Training, Self-Care Training, and Anti-Oppression Training. All core training shall be assigned and facilitated through Citation Canada

2. Managerial Staff Responsibilities

- a. All managerial staff shall be required to participate in all mandatory training scheduled during their term.
- b. Employees may not take vacation during May Training without written approval from the Executive.
- c. May Training sessions shall be scheduled and organized by the outgoing Human Resources Manager, to be facilitated by the incoming Human Resources Manager and the incoming Executive.
- d. All subsequent trainings, including August and September sessions, shall be organized by the Incoming Human Resources Manager
- e. The Human Resources Office along with the Incoming Executive can decide who, out of all managerial staff, are mandated to attend May Training and these parties will be made aware of their mandated attendance at least one week in advance of each session.
- f. Any staff member who is not contracted at the time of May Training or who has insufficient hours in which to complete May Training but who is mandated to be in attendance at May Training will be paid Ontario minimum wage for all time spent in training.
- g. The Human Resources Office in conjunction with the Incoming Executive shall be responsible for determining which sessions of training are mandatory from year to year.

3. Mandated Government Training

- a. In accordance with the Accessibility for Ontarians with Disabilities Act, 2005 all AMS employees shall receive mandatory training on Accessible Customer Service, Access Forward, and Human Rights 101.



- b. Also, in accordance with the Accessibility for Ontarians with Disabilities Act, 2005, all AMS employees who facilitate training of any kind shall receive mandatory training on Accessible Instruction for Educators.
- c. In accordance with the Ministry of Labour, all AMS employees shall receive mandatory training on Worker Health and Safety.
- d. All mandated government training shall be assigned and facilitated through Citation Canada.
4. Queen's Student Constables
- a. All employees of Queen's Student Constables shall complete provincially mandated security training and pass the licensing exam.
- b. The AMS shall provide the opportunity for employees to fulfill the in-class component of the training and shall pay associated examination and licensing fees upon presentation for reimbursement.
- c. Employees who are unable to attend the in-class training as arranged by the AMS are responsible for completing this component, on their own time. The AMS will reimburse the cost of the training as well as the associated examination and licensing fees as long as the training is completed by the commencement of their contract and the final reimbursement date, as set by the Queen's Student Constable Head Manager in conjunction with the Vice President (Operations).
5. Performance Appraisals
- a. Consistent with the AMS seeking to provide learning experiences for all its employees, the general intent of performance appraisals shall be to identify strengths and areas of concern to afford employees an opportunity for growth and improvement.
- b. Performance appraisals shall take place twice a year for those on a 12-month managerial contract, and once a year for those on managerial contracts less than 12-months.
- c. The first evaluation shall occur near the end of the first four-month period of a 12-month contract, normally taking place in July and August.
- d. The second shall occur midway through an 8-month contract, normally taking place in October and November.
- e. If the employee has requested a follow-up meeting or the supervisor has deemed it necessary, these meetings shall take place in January.
- f. Performance appraisals shall consist of two components:
- i. A written, self-evaluation survey and a performance evaluation of the following employees (as applicable):
 - ii. their supervisor(s), direct reports, peers, and the Executive as a team where possible. This survey shall consist of a numerical ranking of skills relevant to the position, as well as an area to comment on strengths and

- areas of improvement.
- iii. A performance review meeting with the employee's supervisor.
 - iv. One additional supervisor or equivalent may attend, at the discretion of the supervisor. During evaluation meetings, the employee and supervisor may request a follow up meeting.
 - g. All employees shall have an appropriate amount of time to complete the written evaluations.
 - h. Executive evaluations shall be administered by the Human Resources Office. The Human Resources Office and the General Manager will perform the evaluation meeting of both the Executive as a team and the individual executives.
 - i. Executive Team evaluations shall be administered by the Human Resources Office and provided to the appropriate supervisor within one week of the evaluation deadline, regardless of whether all evaluations are submitted.
 - j. All other evaluations shall be administered by the Human Resources Office and provided to the appropriate supervisor within two weeks of the evaluation deadline, regardless of whether all evaluations are submitted.
 - k. No employee will be provided the raw data from their own evaluation, but may request a summary of feedback from their supervisor.
 - l. No employee who is a supervisor may conduct a performance review meeting until they have participated in their own performance review meeting.

Monitoring

Responsibility and/or contact person	Human Resources Office
Approved by	Board of Directors
Date initially approved	January 1991
Date last revised	April 2026
Date of next review	Every two years, or when significant change dictates a need for revision.
Related policies, procedures, and guidelines	N/A
Policies superseded by this policy	N/A