



Policy Document:	<b>Accessible Customer Service – Providing Goods and Services to People with Disabilities</b>
Created:	December, 2014
Approved:	09 December 2014
KAM President – Mark Badham	<i>Mark Badham</i>
Reviewed:	Review Approved:

**Purpose:**

Kingston Association of Museums, Art Galleries, and Historic Sites, Inc. (KAM) is committed to excellence in serving all visitors including people with disabilities.

**Assistive Devices:**

We will ensure that our staff and volunteers are trained and familiar with various assistive devices we have on site or that we provide that may be used by visitors with disabilities while accessing our goods or services.

**Communication:**

We will communicate with people with disabilities in ways that take into account their disability.

**Service Animals:**

We welcome people with disabilities and their service animals. Services animals are allowed on the parts of our premises that are open to the public.

**Support Persons:**

A person with a disability who is accompanied by a support person will be allowed to have that person accompany them on our premises.<sup>1</sup>

We will notify visitors of this by posting a notice in the following locations: KAM website; bulletin board outside the KAM office.

**Notice of Temporary Disruption:**

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<sup>1</sup> Fees are not charged to any visitor to the KAM's office

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In the event of a planned or unexpected disruption to services or facilities for visitors with disabilities, KAM will notify visitors promptly. This clearly posted notice will include information about the reason for disruption, its anticipated length of time, and description of alternative facilities or services, if available.

Services/Facilities include:

- General information about KAM's operation as a cultural heritage umbrella organization
- General information about KAM's member organizations.

This notice will be made publicly available at the following locations: KAM website, bulletin board outside the KAM office.

### **Training:**

KAM will provide accessible customer service training to our employees, volunteers and others who deal with the public or other third parties on our behalf. Training will also be provided to people involved in the development of policies, plans, practices and procedures related to the provision of our goods and services.

Individuals in the following positions will be trained:

- KAM's Coordinator
- KAM's Managing Director

Staff will be trained on Accessible Customer Service within one month after being hired.

Training will include:

- An overview of the **Accessibility for Ontarians with Disabilities Act, 2005**, and the requirements of the customer service standard
- KAM's plan related to the customer service standard
- How to interact and communicate with people with various types of disabilities
- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person

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- How to use the equipment or devices available on-site or otherwise that may help with providing goods or services to people with disabilities.
- What to do if a person with disabilities is having difficulty accessing KAM's goods and services.

Staff will also be trained with changes are made to our accessible customer service plan.

#### **Feedback Process:**

Customers who wish to provide feedback on the way KAM provides goods and services to people with disabilities can provide feedback in the following ways:

- By telephone to KAM's office: (613) 583-4014
- By e-mail: [info@kingstonmuseums.ca](mailto:info@kingstonmuseums.ca)

All feedback, including complaints, will be handled in the following manner: complaints will be directed to the KAM's Managing Director, and Board President for follow-up and resolution. Customers can expect to hear back in 10 days.

#### **Notice of Availability:**

KAM will notify the public that our documents related to accessible customer service, are available upon request by posting a notice in the following locations: KAM's website; bulletin board outside of KAM's office.

#### **Modifications to this or other policies:**

Any policy, practice or procedure of KAM that does not respect and promote the principles of dignity, independence, integration and equal opportunity for people with disabilities will be modified or removed.



Policy Document:	<b>Employee Policy</b>
Created:	January 24, 2017
Approved:	July 17, 2018
KAM President – Dave St. Onge	
Reviewed:	

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) is committed to providing a safe, secure, and healthy workplace with a respectful, collegial atmosphere. KAM shall conduct its business affairs in a uniformly ethical manner with openness and transparency in business transactions, and accountability for the use of public funds. Its reputation and trust of the community and membership are among KAM's most vital corporate resources.

### **Guidelines**

This *KAM Employee Policy* is not intended to be, nor should be interpreted as, a contract between KAM and any employee. Rather, it provides KAM and its employees with consistent knowledge in order to ensure the equitable and consistent application of policies to:

- a) ensure that each employee has a written job description;
- b) ensure that human resource management, including recruitment, performance assessment, and termination, is conducted in an ethical manner and is consistent with accepted practice and applicable legislation;
- c) ensure that employees are provided with information on health and safety hazards in the workplace and are trained in their management or mitigation;
- d) endeavour to provide equal access to the workplace by employees of all abilities;
- e) ensure that employees are familiar with and adhere to KAM's code of conduct; and
- f) meet municipal, provincial and federal legislative requirements relating to people in the workplace.

### **Definitions**

Employee: An individual who works under a contract of employment, and has recognized rights and duties.

Supervisor: an individual authorized by the Board of Directors to monitor and regulate employees in their performance of assigned or delegated tasks and activities.

Director: the elected Directors of KAM's Board of Directors.

## **1.1. Governance**

KAM's elected Board of Directors is responsible for overseeing the policy framework that governs the Association's human resources to further its human resources strategy. KAM's Human Resource Committee shall identify what obligations and liabilities the Association has with regard to its employees and other service providers, including volunteers and contractors, and will satisfy themselves that these obligations are met.

### **1.1.1. Administration**

This Policy is a living document, which shall be reviewed on an annual basis. The policy shall also be

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updated on an as needed basis as legislation and employment laws evolve. Revisions shall be incorporated into the document, as well as communicated to all KAM employees and Directors, as they occur. The policy is an open document that shall be freely accessible to all KAM employees and Directors.

## 1.1.2. Relevant Legislation

Where a particular subject area is not specifically addressed in this policy the applicable section(s) of Federal and/or Provincial Legislation shall apply. The following legislation informs this policy:

- Canadian Human Rights Act, 1985. Government of Canada.
- Ontario Human Rights Code, 1990. Government of Ontario.
- Ontario Employment Standards Act, 2000. Government of Ontario.
- Occupational Health and Safety Act (OHSA), 1990. Government of Ontario.
- Workplace Safety and Insurance Act (WSIA), 1997. Government of Ontario.
- Accessibility for Ontarians with Disabilities Act (AODA), 2005. Government of Ontario
- Personal Information Protection and Electronic Documents Act (PIPEDA), 2004. Government of Canada.
- Freedom of Information and Protection of Privacy Act (FIPPA), 1988, 1990. Government of Ontario.
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), 1991. Government of Ontario.
- Domestic and Sexual Violence Workplace Leave, Accommodation and Training Act, 2016. Government of Ontario.
- Income Tax Act, RSC 1985. Government of Canada.
- Income Tax Act, R.S.O. 1990. Government of Ontario.

## 1.1.3. Expertise

Human resources is a complex area and one that is continually evolving. The KAM Board of Directors endeavours to recruit members with expertise in the area, provide ongoing training and education in the area of human resources, and delegate to the Human Resources committee or to the full board as appropriate.

## 1.2. Code of Conduct

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) is committed to conducting its business affairs in a uniformly ethical manner. The Directors ensure the Association's social responsibility in all business practices through transparency, integrity, and consistency in all dealings with members, employees, stakeholders and the community. KAM's reputation and the trust and confidence of the community and membership are among its most vital corporate resources.

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## 1.2.1. Conflicts of Interest

KAM's employees, Managing Director, and Directors shall conduct themselves with the highest degree of ethical behaviour and integrity. All employees, Managing Directors and Directors are expected to manage their responsibilities and any external interests or activities so that no conflicts of interest or commitment arise, or the appearance thereof.

A conflict can occur when, in carrying out their duties a person makes a decision or takes action that may be affected by: personal, financial or business interests, or the personal, financial or business interests of immediate family, friends or associates of an employee, Managing Director, or Director. The Managing Director and board members shall avoid taking part in human resources decisions if they have a family member or close friend employed by the Association.

### **Definitions**

Immediate family: includes relationships established by blood, marriage or legal action. Examples include the employee's: spouse, mother, father, son, daughter, sister, brother, mother-in-law, father-in-law, sister-in-law, brother-in-law, son-in-law, daughter-in-law, stepparent, stepchild, aunt, uncle, nephew, niece, grandparent, grandson or cousin. The term also includes domestic partners (a person with whom the employee's life is interdependent and who shares a common residence) and a daughter or son of an employee's domestic partner.

### **Guidelines**

- a) Employees have an obligation to report, in a timely fashion in advance, and to discuss with a Managing Director or Director all actual or potential conflicts of interest and/or commitment.
- b) The employee's declaration of an actual or potential conflict of interest and/or commitment shall be submitted in writing, and filed in the employee's personnel file.
- c) The KAM Human Resources Committee and/or the Managing Director shall determine if a conflict exists or if there is potential for a future conflict of interest.
- d) In the event that a conflict does exist, agreement shall be reached on a course of action to avoid the conflict, and the agreement shall be in writing and held by each person facing the conflict, and filed in the employee's file.
- e) All information or reports disclosed in accordance with this policy shall be held in confidence by the employee declaring the conflict, and the Association.
- f) In the event that a possible conflict of interest becomes apparent, an employee is expected to excuse themselves from the discussions immediately, until a decision can be made with respect to the existence of a conflict.

Violation of this policy may result in suspension or termination from KAM.

### **Examples of Conflict of Interest**

- a) [Using KAM position for personal gain](#)

Entering into a contract or transaction on behalf of KAM with an organization in which the employee, or a friend or relative has financial or other interest. Accepting gifts, benefits or other

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favours from individuals, organizations, or companies with which KAM does business or partners with, of substantial value. The test is whether or not the gift, benefit or favour could potentially influence the decision-making process of the receiver.

b) **Inappropriate use of KAM employees, resources or assets**

Responding to interest or offers of employment from KAM members, suppliers or partners while acting on behalf of KAM. Unauthorized use of KAM's employees, resources, facilities, or assets for one's personal substantial benefit or the substantial benefit of a friend or relative.

c) **Inappropriate involvement in hiring or evaluation**

Participating in the appointment, hiring, promotion or evaluation of a person or organization with which the employee has a marital, familial, or intimate personal or professional relationship.

d) **Inappropriate use of information**

Using information acquired as a result of the employee's KAM activities, such as knowledge of business opportunities, partnering, or knowledge of forthcoming developments or procurements for personal gain or other unauthorized purposes.

e) **Divided Loyalties**

Involvement in activities or commitments, which bring an employee into a position of divided loyalty between the mission of KAM and the interests of the activity or commitment.

### 1.2.2. Solicitation

The solicitation of monetary funds, business, personal or otherwise (selling products to KAM employees) and/or the unauthorized distribution of literature on Association premises is discouraged. KAM employees are discouraged from soliciting other employees during work time, or in working areas for any unauthorized reason under this policy.

### 1.2.3. Political Involvement

KAM is a not-for-profit corporation, whose operations are primarily funded through a municipal service level agreement. As with the public service, KAM and its employees have a duty to act impartially and without bias. The purpose of this policy is to assist in maintaining the neutrality of the Association, and its employees. KAM recognizes and respects an individual's choice to participate in political organizations, activities, or campaigns outside of their employment with the Association.

#### **Guidelines**

- a) An employee who intends to run for elected office must inform the Association in writing.
- b) Participation in political activities should not compromise or be perceived as compromising employees' performance of their duties in an impartial manner. An employee must request a leave of absence for time away from work for political activities.
- c) No employee may canvass or work in support or against a municipal, provincial or federal candidate during working hours. Working hours do not include vacation time or time on leave of absence.
- d) Employees who, outside of working hours, are working on behalf of a municipal, provincial or federal candidate may not use any of the Association's resources (e.g. social media, equipment,

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supplies, etc.) for campaigning activities.

- e) No employee shall wear clothing, buttons or other identifiers that advertise any municipal, provincial or federal candidate while at work.
- f) KAM's Human Resources Committee will determine if there is a conflict and advise the Board if action is required.

## **Procedures**

### a) Running for Municipal office

KAM receives operating funding from the City of Kingston. KAM employees who run for a position within the municipal government must ensure that there is no conflict between their KAM position and the position they are seeking. If a conflict is present, then Employees must take a leave of absence without pay or resign from their position within the Association.

### b) Running for Provincial or Federal election

Employees must take a leave of absence without pay or resign from their position within the Association. Employees who seek election must provide a written notice to KAM at least two weeks in advance of their intention to take unpaid leave, and should not submit their nomination papers until the leave has been approved. The period of leave will not normally exceed the period between the Employee's nomination as a candidate and the day of the election. If the employee is successful in their election bid, then they will be expected to resign from the Association.

## **1.3. Professionalism**

KAM expects its employees to operate with a sense of honesty and accountability in accordance with the values and goals established in the Mission, Vision, and Values of the Association. As such, employees shall perform in a professional, ethical manner in every capacity as a KAM representative. This includes all activities in which an employee may be viewed by the public as representing KAM, such as events, meetings, and other activities where KAM is a direct participant or invited guest.

## **Definitions**

Subordinate: may include, but is not limited to an employee; a student placement or intern; or a volunteer.

### **1.3.1. Communications**

All individuals covered by this policy are responsible for ensuring that their communications are respectful, timely, accurate, as comprehensive as possible and responsive. Questions and requests from inside or outside the Association must be addressed promptly. If it is not possible to respond immediately, receipt of the question or request shall be promptly acknowledged and an estimate of the time that will be required for a complete response will be provided. If this estimated timeframe is exceeded, a new time estimate should be provided.

While communications should be as open and transparent as possible, privacy and confidentiality requirements must be met in accordance with legislation and KAM's policies and practices.



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Communications must also respect privacy regarding contracts, salaries and personal matters.

## **1.3.2. Attire**

Employees shall dress in neat, business attire, and be groomed in a manner that is consistent with the job performed. Employees are trusted to use individual judgment as to the type of dress appropriate to the situation. Some events/projects may lend themselves to casual business attire whereas others require formal business attire or formal evening business wear. Clothing that carries the KAM logos, and/or associated partners is acceptable.

## **1.3.3. Fraternalization**

KAM has no desire to involve itself in the private lives of its employees away from the workplace, unless such relationships affect workplace performance.

### ***Guidelines***

- a) Romantic relationships between a supervisor and subordinate are not acceptable under any circumstances.
- b) Cases of fraternization shall result in disciplinary action up to and including discharge, against a supervisor.
- c) KAM treats cases of fraternization in the same manner as incidents of harassment, and follows the procedure for investigating and resolving cases of harassment.

## **1.3.4. Drug Free Workplace**

KAM is committed to providing a drug and alcohol-free workplace. Prohibited conduct includes:

- a) Unlawful manufacture, distribution, dispensation, use, possession or offer for sale of illegal drugs on Association property at any time, or at any location while conducting Association business.
- b) Reporting to or being at work under the influence of alcohol (over the legal limit) or illegal drugs.
- c) Reporting to, being at work under the influence of, impaired by one or more legally prescribed drugs, which impair the employee's work performance.

### ***Procedures***

- If an employee violates 1.3.4(a), the employee shall be terminated immediately for just cause without notice or any payment in lieu of notice.
- If an employee violates 1.3.4(b) or (c) above, and if the Managing Director is able to substantiate the violation, the employee shall be formally warned of the violation, and a record of the violation shall be placed in the employee's file. Further, the employee shall be sent home by appropriate means (usually by taxi) and asked to report back to work when not under the influence.
- In the event of a second violation of 1.3.4(b) or (c) above, the employee shall be given both an oral and a written warning, suspended for two (2) days without pay, sent home by appropriate means (usually by taxi), and asked to report back to work after the suspension, fit and ready to work.
- In the event of a third violation of 1.3.4(b) or (c) above, the employee shall be given the option:

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- i. termination with pay in lieu of notice, in accordance with the Association's termination policy,

**OR**

- ii. if the employee voluntarily acknowledges an alcohol and/or a drug dependency, the employee shall be offered the option of enrolling in a KAM approved rehabilitation program under very specific conditions or any other accommodation that the Association, acting in its sole discretion, considers appropriate in lieu of termination of employment as aforesaid.

The employee shall bear the cost of the rehabilitation program. The employee shall be entitled to utilize whatever vacation, sick leave, disability, medical and/or health insurance benefits are available for program participation.

- Failure to comply with any specified conditions in connection with the rehabilitation program or any other accommodation shall result in the immediate termination of employment for just cause without notice or any payment in lieu of notice.
- If it is not apparent to the employee's supervisor that the employee is indeed under the influence of alcohol, illegal or legal drugs as set out above, but it is clear that the employee's performance does not meet the basic job requirements (continued failure to perform the employee's job functions), then the situation shall be treated as a job performance issue (see 1.8 - *Progressive Discipline*).

### 1.4. Recruitment and Hiring

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) is an equal opportunity employer. KAM shall engage employees through the creation of a positive and stimulating work environment that promotes both the best interests of the Association and its employees.

#### **Guidelines**

KAM recognizes the following principles in recruiting and selecting employees:

- a) a commitment to workplace diversity;
- b) the worth and dignity of all candidates without regard to race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identification, marital status, family status, or physical or mental disability by providing equality of access, and opportunity for employment;
- c) fair and open competition while ensuring all legislative requirements are met;
- d) the development and promotion of existing KAM Human Resources where possible;
- e) the selection of the best qualified candidate; and
- f) support and encouragement of employees to realize their career goals and reach their maximum potential.

KAM's employees are qualified individuals, recruited and selected through an equitable, consistent process that complies with human rights legislation. The objective of KAM's recruitment and selection policies and procedures are to:

- a) attract and retain talented employees who possess the skills, knowledge and abilities to perform their work to a high standard of competence and efficiency in a team based, project driven

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environment; and

- b) develop and utilize KAM's human resources to the best advantage of the Association.

All vacant or newly created positions shall be advertised publicly. This may include, but is not limited to print media, electronic media, employment agencies, and/or job boards.

## **Definitions**

Regular Full-time: Employees hired to work KAM's normal, full-time, thirty-five (35) hour work week on a regular basis.

Regular Part-time: Employees hired to work fewer than thirty-five (35) hours per week on a regular basis.

Contract: Employees engaged to work full or part-time hours and whose employment contract has a specified end date.

Occasional: Employees engaged to work full or part-time hours for specific periods, with no commitment to ongoing, continuous employment.

## **1.4.1. New Position**

If KAM identifies the need to fill a new employee position, the Managing Director must submit a proposal for consideration to KAM's Human Resources Committee. The proposal must include:

- a) position summary
- b) job description
- c) evidence to support the need for the new position
- d) funding formula.

The proposal shall be evaluated by the KAM Human Resources Committee, and must be approved by the KAM Board prior to posting. The position summary and job description shall form the basis for determining the compensation level and the required skills, knowledge and abilities of potential recruits, as well as the contents of the employment agreement for the successful candidate.

## **1.4.2. Existing Position**

The Managing Director shall notify the KAM Human Resources Committee of impending vacancies. The KAM Human Resources Committee shall review the position summary to ensure that the position accurately reflects KAM's needs before posting. The responsibility for selecting the most qualified applicant to fill a vacant position lies with the KAM Human Resources Committee. The Committee may delegate the responsibility of filling contract or occasional positions to the Managing Director.

## **1.4.3. Executive Search**

The responsibility for selecting a Managing Director of the Association lies with the Board of Directors. The KAM Human Resources Committee shall determine the appropriate recruitment strategy, execute the strategy, and recommend the successful candidate.

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## 1.4.4. Application Processing

All applications shall be accepted by the KAM Human Resources Committee through either electronic or paper format. Applicants shall be pre-screened according to the selection criteria for the position. Criteria may include education, relevant or equivalent work experience, knowledge of the job, or technical skills and abilities. The Managing Director shall develop position-specific selection criteria and candidate assessment forms. The top applicants shall be determined by the Committee for interview selection. When assessing candidates, the Committee shall apply the process consistently to all applicants. Applications shall be kept on file in accordance with KAM's *Information Management Policy*.

## 1.4.5. Interviews

Interviews are comprised of a set of questions, based on the selection criteria, which shall be posed to all candidates. The Coordinator normally arranges interviews between qualified candidates unless the Managing Director or the KAM Human Resources Committee requests otherwise.

Candidates shall be given as much notice as possible, clear instructions on the time, location, person to contact, and any further information. Applicants shall be provided with at least 24 hours' notice for a job interview. Candidates from outside of the Kingston area shall be interviewed through means of videoconference (e.g. Skype). Costs associated with travel, accommodation and meals, if a candidate opts to travel to Kingston, are not reimbursable.

The interview team shall include at least one member of KAM's Human Resources Committee. The interview team shall rate all responses given by the candidate during the interview. Notes taken during the interview shall accurately reflect the actual responses made by the candidate. All interviews shall be conducted in private and candidates are to be assured of confidentiality concerning all processes in the selection process. If the selection process identifies more than one qualified candidate for the position and their qualifications are considered relatively equal, preference for filling the position shall be given to existing permanent employees over contract or occasional employee.

Reference checks shall be conducted as part of the interview process and are an integral part of the selection process. All interview and reference check materials shall be retained in accordance with KAM's *Information Management Policy*. Unsuccessful, interviewed candidates will be contacted by the Coordinator or the KAM Human Resources Committee.

## 1.4.6. Offer of Employment

When a successful candidate has been selected, the Managing Director or KAM Human Resources Committee shall inform the KAM Coordinator. The Coordinator normally prepares the offer of employment and contacts the successful candidate, unless directed otherwise.

## 1.5. Anti-Nepotism

The employment of immediate family can cause various problems including but not limited to charges of favoritism, conflicts of interest, family discord and scheduling conflicts that may work to the

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disadvantage of both the Association and its employees.

### ***Guidelines***

It is the goal of KAM to avoid creating or maintaining circumstances in which the appearance or possibility of favoritism, conflicts or management disruptions exist. The Association may allow existing personal relationships to be maintained or employ individuals with personal relationships to current employees under the following circumstances:

- a) individuals may not work under the same supervisor;
- b) they may not create a supervisor/subordinate relationship with a family member;
- c) they may not supervise or evaluate a family member;
- d) the relationship shall not create an adverse impact on work productivity or performance;
- e) the relationship may not create an actual or perceived conflict-of-interest;
- f) they may not audit or review in any manner the individual's work; and
- g) they may not be employed if a member of the employee's immediate family (spouse, children, parents, grandparents, brothers, sisters, step family members, in-law family members) serves on the KAM's Board or Human Resources Committee, which has the authority to review or order employee actions or wage and salary adjustments that could affect their job.

No personal employee relationship covered by this policy shall be allowed to be maintained if it creates a disruption or potential disruption in the work environment, creates an actual or perceived conflict of interest, or is prohibited by any legal or regulatory mandate.

### ***Procedures***

This policy must be considered when hiring, promoting or transferring any employee. If relationships addressed within this policy are identified with either candidate for employment or current employees then the matter shall be immediately reported to the Committee's chair. A determination shall be made whether the relationship is subject to the Association's Anti-Nepotism policy based on the conditions described above. KAM reserves the right to exercise appropriate managerial judgment to take such actions as may be necessary to achieve this intent of this policy.

It is the responsibility of every employee to identify to the Managing Director any potential or existing personal relationship, which falls under the definitions provided in this policy. Employees who fail to disclose personal relationships covered by this policy shall be subject to disciplinary action up to and including dismissal.

## **1.6. Terms and Conditions of Employment**

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) strives to engage employees through the creation of a positive and stimulating work environment that promotes both the best interests of the Association and its employees. KAM is a small organization relying upon various projects and teams of people to accomplish its objectives. For project-driven, team-based work to be successful, KAM relies on its employees' flexibility to move from one project and assignment to the next. All individuals of the Association shall demonstrate an understanding and support of the

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KAM's Mission, Vision and Values. Each employee, Managing Director and Director must sign a confidentiality agreement and abide to it at all times.

## ***Definitions***

Terminated Employees: Employees who have been dismissed and are ineligible for future employment and/or involvement with KAM in any capacity.

Former Employees: Employees who have left KAM in good standing, either voluntarily or involuntarily, and shall be considered for job openings along with other applicants.

Office Hours: KAM's standard office hours are 9:00 am to 3:00 pm, Monday through Friday; however, individual workweeks will vary in accordance with the nature of business and the work that is performed.

## **1.6.1. Contracts for Employment**

To attract and retain exceptional employees, KAM endeavors to pay salaries competitive with those paid by other similar not-for-profit associations. All employees of KAM shall have an employment agreement with the Association. Each employment agreement clearly defines:

- position title, duties, responsibilities, and direct supervisor;
- start date; end date where applicable;
- probationary period and associated conditions;
- hours of work;
- compensation; and
- benefits.

Amendments to employment contracts must be in writing, and must be approved by both the Managing Director and the KAM Board of Directors. Amendments to employment contracts shall occur when a change in legislation affects the employment contract; **or** there is a significant change to an employee's job duties and/or responsibilities. For example, an employee changes positions within the Association or an employee's job duties and/or responsibilities have been expanded or contracted by fifty percent (50%) or greater. If a job description has six (6) essential functions, and three (3) or more have been changed, added or deleted, this represents a change of 50%.

## **1.6.2. Probation Period**

All new KAM employees shall be hired on a probationary period. The purpose of this probationary period is to give KAM time to assess a new employee's performance and suitability to the job, and to allow the employee to adjust to their new position. The length of the probationary period is determined by the KAM Human Resources Committee.

## ***Procedures***

- a) The length of the probationary period shall be stated in the Offer of Employment.
- b) During the probationary period, both the Supervisor and the employee must devote special attention and effort to ensure that the responsibilities of the position are learned, and that the employee is progressing at a satisfactory rate.

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- c) The probationary period shall include at least one performance review meeting between the Managing Director and employee to discuss and document the employee's progress. In the event that problems or concerns arise during this period, every effort must be made to discuss and resolve them promptly. The supervisor must meet with the employee to ensure that the employee clearly understands the areas of concern, and the employee must be provided with an adequate period to change their behaviour.
- d) During the probationary period, the employee shall have all the rights and privileges accorded by this policy. Reasonable effort shall be made to assist new employees meet performance expectations. However, in some cases, the employee may be deemed unsuitable, and therefore may be terminated during the probationary period.

### 1.6.3. Compensation

Salary ranges are determined by responsibility and accountability. The KAM Board of Directors is responsible for setting the compensation of the Managing Director. The Board also approves the overall compensation philosophy of the Association. Wages are reviewed on an annual basis as part of the budgeting process. An employee's total compensation consists not only of the base salary paid but also of the various benefits offered by the Association including pension plan, vacation time, and opportunities for professional development.

#### ***Procedures***

- a) Regular employees shall be paid on a bi-weekly basis on Fridays. The pay period begins on Sunday, and ends on the second Saturday.
- b) Contract and occasional employees are paid for hours worked, and the pay shall reflect the hours worked in the two weeks **prior** to the date paid.
- c) All employees shall receive a wage statement bi-weekly.

### 1.6.4. Employment Benefits

KAM provides regular, permanent employees with contributions to a registered pension plan. All regular, permanent employees shall be enrolled in the registered pension plan effective the first day of employment with the Association. KAM matches each eligible employee's contribution to the pension plan dollar for dollar, up the maximum determined percentage of gross salary, as set by KAM's Board of Directors.

### 1.6.5. Hours of Work

The regular KAM workweek is thirty-five (35) hours consisting of seven (7) hours per day, Monday to Friday. To enable KAM to deliver services in the most effective manner; employees may be required to work outside of normal office hours, including some evenings, weekends and holidays. Individual work-weeks vary in accordance with the nature of business, the work that is performed, and an employee's position and responsibility in the Association.

#### ***Definitions***

Lieu Time: Time worked in excess of employee contract, which is required to carry out duties as an

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employee of KAM, **and** which is requested by the direct supervisor.

Approval: An employee's direct supervisor must **pre-approve** all hours in excess of employee contract hours.

## **Procedures**

### a) Lieu Time

KAM compensates employees for overtime in the form of Lieu Time. An employee is given one (1) hour of paid time off work for each hour in excess worked. Paid time off must be taken within twelve (12) months of the week in which it was earned. Such lieu generated from overtime is cumulative and shall be carried over year to year, to a maximum of seventy (70) hours.

If an employee's job ends before s/he has taken the paid time off, the employee shall receive lieu time pay, no later than seven (7) days after the date the employment ended, or on what would have been the employee's next pay day, whichever is later.

### b) Lunch Period

Employees are entitled to a one-hour lunch period each day, which is considered unpaid. The hours of operation are 9:00 am to 3:00 pm, year round. The KAM office may be required to close to accommodate the employee lunch period. It is preferable that the lunch period should be taken away from the employee's desk.

### c) Attendance

KAM maintains an attendance record to ensure clarity and fairness. This involves recording absenteeism as well as time taken during regular business hours for personal appointments, sick days, vacation, jury duty, leaves, vacation time or personal business.

KAM recognizes that it is difficult to schedule personal appointments outside of regular business hours; however, KAM requests that its employees do so wherever possible.

If an employee knows that s/he is going to be late or absent from work, it is the employee's responsibility to inform their supervisor as soon as possible. This is to assist fellow employees in responding to any inquiries that may be received during the absence.

If a prolonged absence is anticipated, the office must be contacted about a leave of absence, otherwise an employee must provide notification regarding the expected length of the absence. Employees are also expected to call every other day during that period. Periods of absence of more than three (3) days may require a doctor's note. Habitual absences and tardiness are not tolerated (see 1.8 *Progressive Discipline*).

### d) Public Holidays

KAM recognizes the following public holidays, and the KAM Offices are closed on the following days:

- New Year's Day
- Ontario Family Day
- Good Friday
- Victoria Day Monday



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- Canada Day
- Labour Day Monday
- Thanksgiving Day
- Christmas Day
- Boxing Day

For statutory holidays occurring on non-working days, the holiday shall be observed on the following regular work day(s).

### 1.6.6. Vacation

All KAM employees are entitled to take vacation with pay after the completion of twelve (12) months of continuous employment. Vacation credits begin to accrue as soon as employment commences at the rate of one day a month up to a maximum of ten (10) days *or* as set forth in the employee's employment agreement.

An employee, who has completed less than one (1) year of service, shall be entitled to one (1) day of vacation per month of employment to a maximum of ten (10) days of vacation with pay, calculated as at December 31st of that year.

Commencing in the calendar year of the employee's first anniversary and continuing throughout their employment at KAM, employees must take a minimum of two (2) weeks of vacation, whatever their entitlement.

Years of Continuous Service	Vacation Entitlement (days)
Less than 1 year	1 day for each month of service (max 10)
After 1 year	10 days
After 5 years	15 days
After 10 years	20 days

### **Guidelines**

- An employee's annual full vacation entitlement must be taken during the calendar year in which it is earned.
- Employees may carry forward up to a maximum of five (5) days vacation to the next year with the approval of their supervisor and the Managing Director. These carry forward days are not cumulative.
- For employees entitled to more than ten (10) days of paid vacation per calendar year, and who have taken a minimum of ten (10) vacation days, entitlement to remaining vacation shall be lost if not used prior to December 31.
- Employees, who have taken vacation (with pay) and terminate their employment with KAM before the vacation has been fully earned, shall have the amount of vacation pay deducted from their final pay for these vacation days, which have been taken but not earned.
- Likewise, employees who have terminated their employment before taking all vacation days earned shall have an amount added to their final pay for such vacation days, which have been earned but not taken.

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- f) Vacation days do not have any cash value (except upon separation from the Association), and must be taken as time away from work.

### **Procedures**

Operational requirements are the overriding factor in scheduling vacation time. While it is KAM's intention to provide the vacation period preferred by the employee, the final decision will be based on the number of people scheduling or taking vacation at any one time, along with operational requirements.

All factors shall be considered in the approval of the period(s) in the year during which employees wish to take their vacation.

- a) Application for vacation time must be approved by an employee's immediate supervisor and the Managing Director.
- b) If a conflict arises, the Managing Director shall consult with the KAM Human Resources Committee to make a decision.
- c) Employees are requested to schedule vacation early in the year so that vacation schedules can be established that minimize overlapping of vacations. The allocation process shall be based largely on the FIFO (First in, first out) principle.
- d) It is the responsibility of the Managing Director to ensure that KAM is adequately staffed, and to communicate alternate points of contact when an employee is on vacation.

### **1.7. Leaves**

Important or unusual circumstances may make it necessary for employees to be absent from work for short periods of time. Each situation shall be decided upon based on reasonable and equitable standards. Employees are entitled to up to ten (10) full days of job protected personal emergency leave every calendar year, whether they are employed on a full or part-time basis. KAM shall retain all documents that relate to an employee taking a leave of absence in accordance with its *Information Management Policy*. KAM shall keep confidential any information that relates to an employee's leave.

### **Guidelines**

- a) A written leave of absence is required for leaves of absences exceeding five (5) working days.
- b) The request for a personal leave of absence must be submitted in writing, where possible, at least five (5) working days prior to the day the leave is to begin.
- c) Special leave may be granted on an as requested basis, if such absence of the employee is not disruptive to the then current demand. This leave shall be made up through lieu time, vacation days or days off without pay.
- d) Employees are encouraged to schedule personal appointments (i.e. dentist) before or after regular working hours where possible. Scheduling of time-off within working hours is subject to the approval of the employee's supervisor. When approved, the employee is expected to make-up the time at their discretion.

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- e) KAM may require an employee to provide evidence “reasonable in the circumstances” when they take leave for their own illness, injury or medical emergency. However, KAM will not require employees to provide a medical note
- f) When approved, the employee is expected to make-up time lost due to attendance at appointments during the workday, or, the employee can take the time as vacation time.

### 1.7.1. Paid Leave

#### ***Domestic and Sexual Violence Leave***

An employee who takes a leave of absence under *Domestic and Sexual Violence Workplace Leave* (2016) is entitled to be paid for up to ten (10) days of leave. The employee’s pay will be the amount of regular wages that the employee would have earned if the employee had worked their regular workday. An employee who wishes to take leave under this section shall advise KAM in writing that the employee will be doing so. KAM may require an employee who takes this leave to provide evidence reasonable in the circumstances that the employee is entitled to the leave.

#### ***Personal Emergency Leave***

Employees can take up to ten (10) days of job-protected leave each calendar year due to illness, injury, death and certain emergencies and urgent matters. Employees are entitled to up to ten (10) personal emergency leave days per year as soon as they start working for KAM. The first two (2) days of the leave in each calendar year shall be paid if the employee has been employed for one (1) week or longer. An employee who missed part of a day to take the leave would be entitled to any wages they actually earned while working, in addition to personal emergency leave pay for any leave taken.

An employee who is entitled to personal emergency leave can take up to ten (10) days of leave each calendar year due to personal illness, injury or medical emergency or the death, illness, injury, medical emergency or urgent matter relating to immediate family members or a relative of the employee who is dependent on the employee for care or assistance

If an employee has to begin a personal emergency leave before notifying the employer, the employee must inform the employer as soon as possible after starting it. Oral notice is sufficient. KAM may require an employee to provide evidence “reasonable in the circumstances” that they are eligible for personal emergency leave. However, KAM will not require employees to provide a medical note.

#### a) **Illness, injury or medical emergency**

An employee can take personal emergency leave for illnesses, injuries and medical emergencies for themselves or a specified family member listed above. It does not matter whether the illness, injury or medical emergency was caused by the employee or by external factors beyond their control.

#### b) **Urgent matter**

An employee can also take personal emergency leave because of an “urgent matter” concerning any of the family members listed above. An urgent matter is an event that is unplanned or out of the employee’s control, **and** can cause serious negative consequences, including emotional harm, if not responded to.

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## 1.7.2. Unpaid Leave

### ***Job Protected Unpaid Leave***

The *Employment Standards Act, 2000 (ESA)* grants employees the right to unpaid job-protected leave in a number of circumstances. Un-paid job protected leaves may include (please refer to ESA for specific guidelines, and whether it applies to KAM):

- Jury Duty
- Compassionate Leave
- Family Caregiver Leave
- Critically Ill Child Care Leave
- Crime-related Child Death or Disappearance Leave

### ***Pregnancy and Parental Leave***

Pregnancy and parental leave procedures are in accordance with the *Employment Standards Act*. Pregnant employees are entitled to take pregnancy leave of up to seventeen (17) weeks, or longer in certain circumstances, of unpaid time off work. New parents are entitled to take parental leave – unpaid time off work when a baby or child is born or first comes into their care. Birth mothers who took pregnancy leave are entitled to up to 61 weeks' leave. Birth mothers who do not take pregnancy leave and all other new parents are entitled to up to sixty-three (63) weeks' parental leave. An employee must provide KAM at least two (2) weeks' written notice before beginning her pregnancy leave. A written request for a pregnancy or parental leave implies an intention to return to work. The employee must specify in their written request to their supervisor the date the leave commences and the date they intend to return to work. If an employee wishes to change the date of their return to work, they must give at least four (4) weeks written notice before the date the leave was to end. If an employee stops working earlier than expected because of a birth, stillbirth or miscarriage, she has two (2) weeks after she stops working to provide KAM written notice of the day the leave began.

An employee who takes a pregnancy or parental leave is entitled to:

- the same job the employee had before the leave began;
- or**
- a comparable job, if the employee's old job no longer exists.

In either case, the employee must be paid at least as much as they were earning before the leave. Also, if the wages for the job went up while the employee was on leave, or would have gone up if they hadn't been on leave, KAM shall pay the higher wage when the employee returns from leave.

### ***Voting Day***

Employees who are eligible to vote in a Federal election must have four (4) consecutive hours while the polls are open in which to cast their ballots. In Provincial and Municipal elections, the required time to be available to vote is three (3) hours. An employee shall only be entitled to leave work early if their regular hours of work conflict with this procedure.

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## ***Jury or Witness Duty***

An employee who is: (i) subpoenaed as a Crown witness; (ii) subpoenaed as a witness as a result of the performance of their duties as an employee of KAM, or; (iii) serving as a juror; must give KAM notice of their intention to be absent within twenty-four (24) hours of receipt of the subpoena by providing a copy of the document(s) to their supervisor and the Managing Director.

An employee called for jury duty should report for work during scheduled working hours before and after such duty.

## ***Inclement Weather***

On occasion, inclement weather may make it difficult for employees to get to work on time. Employees are expected to make arrangements during periods of inclement weather that will enable them to arrive as soon as possible. Travel to and from work in inclement weather is the sole responsibility of the employee. If the KAM office is open, employees are expected to report to work, when they can do so safely.

When an employee is unable to report to work or will be late to work because of inclement weather conditions, the employee shall contact their direct supervisor as soon as possible. The employee shall be given the option of:

- a) using vacation time; or
- b) using lieu time; or
- c) taking leave without pay; or
- d) working from a home office; or
- e) other, at the discretion of their supervisor.

## **1.8. Progressive Discipline**

KAM is constantly seeking to establish and utilize fair standards for evaluating work performance and to reward outstanding employees for their achievements. KAM also accepts the responsibility to help improve employees whose work performance and efficiency have fallen below established standards.

The progressive discipline system outlined below has been established to ensure consistency and fairness, and to promote a positive work environment. Examples of instances requiring progressive discipline include, but are not limited to:

- unsatisfactory job performance;
- perpetual lateness;
- culpable absenteeism: absenteeism not excused;
- failure to call-in; or a pattern of absenteeism;
- insubordination;
- unsafe work habits;
- disruptive behaviour; and/or
- misconduct.

In some instances, however, progressive discipline is not appropriate due to the severity of the

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offence, such as theft, assault, or professional misconduct.

### **Definitions**

Unsatisfactory Job Performance: failure to meet reasonable, agreed upon goals and/or specific objectives; and/or below-expected/planned work quality and/or quantity.

Disruptive behaviour: negative or hostile attitude towards work, people, and/or the Association. Repeated instances of inappropriate behaviour, including, but not limited to: discourtesy towards customers, management and employees generally and specifically, if a single person appears to be the 'target'; use of abusive or obscene language in public hallways, common areas or directed at customers, management or employees.

Insubordination: 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.

Misconduct: can include, but is not limited to the following:

- interference with the work performance of others;
- sleeping during working hours;
- failure to work scheduled or expected hours on an ongoing basis;
- soliciting or collecting money from employees for any unauthorized purpose;
- willful destruction in whole, or in part, of any of KAM's facilities and/or equipment;
- misuse or unauthorized use of KAM property, equipment, materials and so on; and/or
- violation of KAM policies and procedures.

### **Guidelines**

- a) The progressive disciplinary process shall be followed when the KAM Human Resource Committee determines it is appropriate.
- b) The process for progressive discipline involves the following steps:
  1. Counseling/Coaching
  2. Assessment
  3. Verbal warning
  4. Assessment following verbal warning
  5. Written warning
  6. Unpaid suspension
  7. Dismissal
- c) The progressive discipline process has a maximum time limit of three (3) months (from the start of the process to its conclusion). However, under normal circumstances, the issue should be resolved prior to the end of the three (3) month period. The disciplinary process may consist of any or all of the preceding seven (7) steps as circumstances dictate.
- d) Disciplinary documentation may be removed from the employee's file by the KAM Human Resources Committee after the problem has been corrected and provided there are no further problems of any nature for a period of twelve (12) consecutive months.

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- e) Disciplinary documentation regarding the violation of the *Harassment, Safety, Drug Free Workplace, Electronic Communications & Internet Usage*, or *Confidentiality of Information* Policy, disciplinary documentation for violence or threats of violence, and records of suspension **shall not** be removed from an employee's file.
- f) Progressive discipline is not applicable to employees on probation, contract employee, placement students or interns due to the short work term. However, these employees should receive regular feedback from their immediate supervisor with respect to unsatisfactory performance or inappropriate behaviour.

Termination of probationary employees and contract employee shall meet the standards set out in the relevant legislation (i.e. Employment Standards Act).

### **Procedure**

#### Step 1: Counseling /Coaching

This is an informal discussion between an employee and their direct supervisor regarding work performance or conduct. The intent is to bring the issue to the employee's attention and develop a mutually agreeable plan of action.

#### Step 2: Assessment

If there is little or no improvement within the time period set out in the plan of action, the next step is a verbal warning.

#### Step 3: Verbal warning

The verbal warning is a discussion regarding work performance or conduct that has been repeated after coaching and assessment. The discussion shall be held between the Managing Director, Human Resources Committee Chair, and the employee.

A timeline for improvement of the work performance and/or conduct shall be set, and recorded in the employee's file. Supervisors are responsible for providing the KAM Human Resources Committee with a statement for the employee's file including the date, nature of and reasons for the warning, and the timeline for improvement. The Managing Director will also sign this document.

#### Step 4: Assessment following verbal warning

If there is little or no improvement within the time period set out in the plan of action, the next step is a meeting between the employee, their direct supervisor to try and resolve the situation. The next step is a written warning. Supervisors will provide the employee an opportunity to explain the misconduct prior to issuing a written warning.

#### Step 5: Written warning

A written warning is normally given to an employee who has already received a verbal warning for the same or similar offence. However, written warnings can be given without any previous written warning if the offence is sufficiently serious.

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The purpose of the written warning is to demonstrate that an earnest effort has been made to help the employee perform to expectations. The written warning shall be signed by the Managing Director and provided to the employee and the KAM Human Resources Committee for the employee's file.

Should dismissal result, the written warning(s) in conjunction with other disciplinary actions shall support KAM's decision if subsequently challenged.

### Step 6: Unpaid suspension

Suspensions generally follow one or two written warnings; however, serious misconduct may merit a suspension without prior verbal or written warning. If there is no marked improvement, the employee shall be suspended for five (5) days without pay (one workweek for salaried employees). Suspensions must be approved by the Managing Director and/or the Human Resource Committee.

### Step 7: Dismissal

Dismissal is the most serious form of discipline, and is normally taken only after an employee has been given every opportunity to improve their performance. Rarely, a very serious and flagrant breach of discipline may result in dismissal without prior warning.

This includes, but is not limited to:

- breach of confidentiality;
- criminal offences carried out while acting on behalf of the Association or on the property of the Association; and/or
- conflict of interest.

Dismissals that result from the application of the progressive discipline procedure are deemed "termination with cause".

## 1.9. Layoff and Termination

KAM's funding could vary significantly from time to time, and as a small organization KAM is not able to provide a substantial severance package if it had to layoff or reduce its workforce. Each employment contract shall include a provision that clarifies the extent of KAM's obligations in the event of layoff. This Policy establishes termination and layoff practices applicable to employees of KAM.

### ***Definitions***

Termination: Employee is dismissed.

Layoff: an elimination of a position due to lack of funding, permanent discontinuance of all or part of a service, reduction in the size of the workforce, or other changes in the workplace that impact staffing levels.

Notice Period: the period or equivalent value of time (payment) granted to an employee under the relevant legislation, preceding involuntary termination.

Termination with Cause: dismissal of an employee **without notice or payment in lieu of notice**.



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## **1.9.1. Resignation**

Employees who resign (i.e. whose termination of employment is voluntary) are requested to give the Association a minimum of two (2) weeks advance notice in writing.

## **1.9.2. Termination**

Termination is a serious action that must be based on well-documented, justifiable and defensible reasons. Except in cases of termination of employment for just cause, employees may be terminated only as a last resort following repeated efforts (see 1.8 *Progressive Discipline*) to obtain correction of or improvements in undesirable behaviour or unacceptable performance. Such efforts include:

- proper definition of the problem area;
- coaching of the employee; and
- adequate warnings (both verbal and written) with a probationary period of sufficient duration to allow for the required correction or improvement.

### ***Documents and Approvals***

Each termination of employment shall be documented in accordance with KAM's relevant procedures and policies. To ensure equitable and consistent application of this Policy, the KAM Human Resources Committee shall review and the KAM Board shall approve prior to any terminations of employment.

Before initiating termination action, appropriate consideration must be given to past contribution and length of service of the employee. As well, alternative actions must be explored where feasible. Prior to any action taken to terminate the employment of an employee (i.e. before termination action is actually initiated), the approval of the KAM Board of Directors must be obtained.

### ***Vacation Pay on Termination***

In addition to any other payments authorized under this policy, all terminated employees are entitled to vacation pay in accordance with the relevant legislation.

### ***Termination for Just Cause***

Termination of employment for just cause is strictly reserved for instances of the most serious and flagrant conduct or for a recurrence of unacceptable behaviour following or during one or more periods of probation. Just cause includes, but is not limited to:

- a **major** failure to exercise due skill;
- gross incompetence in the performance of duties;
- consistent and prolonged absenteeism;
- direct and willful disobedience of reasonable instruction (gross insubordination);
- theft or other willful dishonesty;
- conviction of a serious criminal offence; and/or
- violation of the Association policies contained herein.

The employee may be terminated immediately, or the employee may be suspended with pay pending a complete review of their case depending upon the severity of the behaviour/activity. Such review shall

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be completed within forty-eight (48) hours, if feasible, or within such longer period of time as may reasonably be necessary. All pertinent documentation must be immediately reviewed and coordinated by the KAM Human Resources Committee following imposition of any suspension with pay pending a formal decision.

Termination of employment for failure to meet reasonable job performance or behaviour standards is considered termination for just cause. Any termination of employment for just cause shall be without notice or pay in lieu of notice.

### ***Period of Notice Given by KAM***

To employees whose employment is terminated with notice, the Association complies with the minimum notice period as defined by the relevant legislation **or** as defined in the termination clause included in the employment agreement. The notice period commences on the first working day immediately following delivery of the notice of termination to the employee.

During the notice period, the employee shall be allowed reasonable time off, without loss of pay, to seek alternate employment. The amount of time normally regarded as reasonable shall not exceed the equivalent of two (2) days per week. Should the employee succeed in securing alternative employment before the notice period has expired, the employee, as a matter of personal preference, may elect to immediately terminate employment with the Association. If the employee does so elect, neither the involuntary nature of the termination nor the period of notice are affected.

### ***Pay in Lieu of Notice***

An employee subject to termination upon notice shall receive pay in lieu of notice in accordance with policy above, if employment is terminated immediately and the notice period is not worked. Such employee shall be paid an amount equal to the base salary that would have been paid if the employee had worked during the notice period.

## **1.10. Professional Development**

KAM is committed to supporting employee professional development opportunities that enhance the performance of both the individual and the Association. Employee professional development is supported within the context of the Association's designated budget for these opportunities. This policy applies to all regular, permanent employees. This policy does not cover personal development or personal interest courses.

### ***Guidelines***

KAM supports professional development activities that provide opportunities for continuous learning relevant to the professional lives of its employees. Learning opportunities may take many forms, and may be provided through courses, information sessions, workshops, conferences, and professional associations. The goals of KAM employee professional development are to:

- support employee development to ensure that they maintain their acquired skills and qualifications;
- provide opportunities for employees to add to and improve their skills to support future

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advancement;

- promote shared accountability between the employee and the Association; and
- ensure fairness and equity in the application of employee professional development opportunities.

### **Definitions**

Work-related Courses: courses and associated training costs that are relevant to the employee's current role or enhance their opportunities for future advancement within the Association.

Training Support: refers to funding of registration fees and other associated costs for training seminars, workshops or conferences in support of work-related goals or paid time off to pursue a degree program.

Tuition Reimbursement Support: refers to reimbursement of the tuition portion of fees paid by employees to accredited institutions for work-related courses (*tuition reimbursement support may be considered a taxable benefit per CRA regulations*). Textbooks and other fees such as parking are not eligible.

### **Procedures**

In accordance with development goals formulated in the employee's performance review and development plan, employees may submit requests for professional development funds. Employees may apply for training support to attend training seminars, workshops, conferences or degree programs. Requests must be received by the end of September for the following calendar year. Requests shall be reviewed, and funds allocated in the budget process each year. The Association recognizes that course content and dates may fluctuate; therefore, employees are expected to base requests on the information available. Requests for professional development received after September 30, or those less than \$500, may be evaluated and considered by the KAM Human Resources Committee or Managing Director, contingent on remaining funds available.

An employee must have completed three (3) months of continuous service prior to the beginning of the approved Professional Development. Requests for professional development support shall be evaluated based upon:

- employee's professional development goals;
- relevance to the employee's position, responsibilities or career path in the Association;
- employee's allocation history; and
- available budget.

For employer paid professional development the employee agrees to maintain successful employment with the Association for a minimum period of twelve (12) months. If an employee voluntarily terminates employment before completing the minimum period of service then they must repay a pro-rated amount of the tuition, as determined by KAM's Human Resources Committee.

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## 1.11. Dispute Resolution

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) is a small organization with a team-based work environment. KAM is committed to creating and maintaining a dynamic team environment where the dignity, self-worth, and contribution of each employee are valued and respected.

KAM recognizes that from time to time, employees may have a complaint(s) against a peer, a supervisor, or regarding a policy or procedure that has been implemented. All employees have the opportunity to file a complaint or to attempt to resolve a conflict. KAM shall give full consideration to each issue or complaint.

### **Definitions**

Reprisal: may include a denial or threat of denial of any employment-related opportunity (i.e. promotion, training, etc.); discipline or the threat of disciplinary action, including dismissal; ostracism of the complainant by other employees; or other forms of intimidation.

Complainant: an individual who initiates a complaint about conduct of another person.

Respondent: an individual who is the subject of a complaint about their conduct.

### **Guidelines**

- a) KAM shall foster a culture that promotes positive and supportive interaction among team members free from discrimination, harassment, threats, intimidation and violence.
- b) KAM respects the rights of its employee under the *Freedom of Information and Protection of Privacy Act* (FIPPA).
- c) Confidentiality of all parties to a complaint shall be respected as much as possible, except when the Association must disclose information from an investigation to defend any legal or disciplinary action. To the extent that the complainant chooses to initiate proceedings, confidentiality cannot be guaranteed.

### **Procedures**

#### Step 1:

All complainants are encouraged to discuss their complaint directly with the person causing the concern. In many cases, simply bringing the problem to the attention of the respondent may resolve the issue. It is important to keep a written record of incidents, dates and times.

#### Step 2:

If unsuccessful in dealing with the issue directly, the complainant should then discuss it with their immediate supervisor no later than five (5) days after the incident. Where possible, an informal resolution is encouraged.

#### Step 3:

If the complainant is not satisfied with the decision of their supervisor or if the supervisor is causing the concern, they may discuss the complaint with the KAM Human Resources Committee

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or the Managing Director, as appropriate to the situation, no later than ten (10) days after the incident. If the complainant submits a complaint in writing the KAM Human Resources Committee or to the Managing Director then they shall respond in writing within five (5) working days.

### 1.11.1. Ontario Human Rights Code

The *Ontario Human Rights Code* provides that a person who has the authority to prevent or discourage harassment may be held responsible for failing to do so. All supervisors have a duty to deal with such incidents when they become aware that they are happening. Action should be taken even if a formal complaint is not filed.

In the event that an incident of harassment is reported to the Ontario Human Rights Commission, the onus is on KAM to demonstrate that efforts have been made in good faith to prevent harassment, to stop it once it takes place and to correct any damage that has resulted. If KAM cannot demonstrate that such efforts have been made, there is clear risk that the Association will be held liable.

### 1.11.2. Complainant

Any individual who feels that they are a target of harassment has a number of options available to them. Choosing the most appropriate is a matter of finding the one with which the complainant is most comfortable and which best fits the circumstances.

#### **Procedures**

##### a) Dealing with an Incident Directly

Frequently, the most effective way to end harassment is to deal promptly and directly with the person involved. It is possible that the person is unaware that their conduct is considered to be unwelcome and distasteful. Complainants should tell the person clearly and firmly that their conduct is unwelcome, and that the behaviour is against KAM's policy.

If a complainant chooses to deal with an incident themselves, it may be useful to have a witness present or to make a note of the conversation afterwards. It is important that the Employee keep such a written record of the incident(s), including dates, times, the nature of the behaviour, and witnesses, if any, as this kind of documentation could help to validate the complaint in future.

##### b) Seeking Assistance

If an employee feels uncomfortable dealing with the incident themselves, or if they have tried to deal with the situation but the behaviour has continued, they may choose to seek assistance from the Managing Director or the Chair of KAM's Human Resources Committee, depending on circumstances.

##### c) Filing a Complaint

###### i. Informal Complaints

A complainant may specifically request that the matter be dealt with on an informal basis with the assistance of the KAM Human Resources Committee or the Managing Director. It is often the case that harassment is the result of a communication problem and that once this has been identified the matter can be resolved fairly easily without going to a full investigation.

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If an informal resolution of the complaint is achieved, no record of the complaint will be entered in the Respondent's employee records. However, the KAM Human Resources Committee Managing Director shall record the occurrence of the complaint and the informal resolution achieved. This record shall remain confidential.

### ii. Formal Complaints

In the case of formal complaints, the Respondent shall have five (5) working days to respond, to the allegation. The Respondent's statement must answer – with specific responses – to each complaint, either admitting, denying, or explaining the allegations against them. The Respondent must sign their statement, which will then be attached to the original complaint.

A confidential file shall be opened on all formal complaints and shall be kept separately from existing employee files for a period of not less than five (5) years. At the end of this period the file shall be disposed of in an appropriate manner.

### d) Malicious Complaints

Any complaints made with a malicious intent or in bad faith shall be treated seriously and shall result in disciplinary action.

### **1.11.3. The Respondent**

#### ***Procedures***

- a) Any individual accused of harassment shall be treated fairly and equitably at all times.
- b) If a respondent is approached informally and told that their comments or conduct is unacceptable then they must examine their behaviour carefully. If they are guilty of the accusations that have been made against them, they must cease the offensive behaviour and apologize to the complainant immediately. If they do not, and the claims are well founded, the Employee is vulnerable to a formal complaint and to disciplinary action.
- c) If a respondent believes that the charges are false, or feel that the complaint is made in bad faith, they shall discuss the matter with the Chair of the KAM Human Resources Committee or the Managing Director, depending on the circumstances.
- d) If a formal complaint is made against a respondent, then they shall be contacted during the course of the investigation to give their version of events. Respondents shall be advised of the outcome of the investigation and any action recommended to resolve the complaint.
- e) Anyone accused of harassment is encouraged to keep documentation, including dates, times, places and witnesses.

### **1.11.4. Investigations**

KAM seeks to resolve harassment claims as quickly as possible. Investigations shall be conducted and the appropriate actions taken no longer than ten (10) business days following the filing of a complaint. An Investigative Team (minimum of three members) shall be appointed by the KAM Board, including a Chair.

# KAM Employee Policy

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## **Guidelines**

An Investigative Team is responsible for determining and administering the methods and means for addressing harassment complaints. The Team is also responsible for:

- determining the veracity of allegations of harassment or retaliation; and
- determining whether or not a reported act is indeed harassment.

## **Procedures**

The severity, frequency and pervasiveness of the conduct shall be taken into consideration when imposing corrective action or discipline on the accused. There are several disciplinary options available, including:

- oral warning
- written warning
- suspension
- probation
- termination
- filing of charges with the police

Wherever and whenever investigations are conducted, the complainant and respondent shall:

- receive written notice of the allegations;
- have the opportunity to present relevant information to the Investigative Team; and
- receive a copy of the investigative findings at the conclusion of the investigation.

At the conclusion of an investigation, the team shall prepare a written report, which shall include a statement of factual findings and a determination of whether KAM's policies have been violated. The report shall be presented for review to law enforcement officials or legal counsel, as necessary.

In all cases KAM shall retain the findings report in accordance with KAM's *Document Retention-Destruction Policy* or for as long as any administrative or legal action arising out of the complaint is pending.

## **Confidentiality**

All parties involved in an incident of harassment are bound to maintain confidentiality throughout all stages of the investigation process to protect as much as possible the privacy and reputation of all parties concerned. All records of harassment reports and subsequent investigations are considered confidential and shall not be disclosed to anyone except to the extent required by law.

However, it must be recognized that, to the extent the complainant chooses to initiate proceedings or make comments outside the formal complaint process, confidentiality cannot be guaranteed.

## **Remedial Action**

If an investigation confirms that an offence has occurred and remedial action is warranted, it shall be initiated without delay. This may include counseling, education and training, or other disciplinary action up to and including dismissal.

## **Reprisal**

All complainants involved in cases of workplace harassment or workplace violence are protected from reprisal or the threat of reprisal under this policy. Any kind of reprisal shall be subject to disciplinary action.

# KAM Employee Policy

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## 1.12. Performance Management

KAM employs a performance management system that focuses on frequent communication, continuous education and training, and team development to ensure that employees are able to achieve Association goals. The Managing Director reports directly to the Board of Directors, and one of the Board's key responsibilities is mentoring the Managing Director, managing their performance, reviewing that performance regularly against agreed-upon criteria, and contributing to the Managing Director's development.

### ***Guidelines***

To ensure the success of the Association and the success of individual employees, the performance management process is used to:

- establish work standards;
- set team and individual goals;
- discuss areas for improvement;
- note accomplishments and progress; and
- discuss employee development plan.

### ***Procedures***

- a) Supervisors set goals with direct reports on an annual basis.
- b) The goals are directly linked to the employee's job duties, the operating plan, and the Association strategic objectives.
- c) Supervisors shall review, revise and monitor progress with their direct reports semi-annually.
- d) At the completion of each half, supervisors shall report progress to the Managing Director. The Managing Director shall provide the KAM Human Resources Committee with individual progress reports for each employee.
- e) The Managing Director is responsible for setting timelines and standards for work to be performed; ensuring that duties, goals, and work standards are clearly communicated and understood; and to provide feedback that is relevant, timely, and constructive.
- f) The employee is responsible for ensuring that work standards, duties and goals are understood; to complete work tasks to determined schedule and standard; and to seek clarification if unclear.





Policy Document:	<b>Health and Safety Policy</b>
Created:	September, 2016
Approved:	
KAM President – Dave St. Onge	
Approved:	January 24, 2017

The Board of the Kingston Association of Museums, Art Galleries & Historic Sites (KAM) are vitally interested in the health and safety of its workers. Protection of workers, volunteers, supervisors and managers from injury or occupational disease is a major continuing objective.

The Board of the Kingston Association of Museums, Art Galleries & Historic Sites (KAM) will make every effort to provide a safe, healthy work environment. All employers, supervisors, workers and volunteers must be dedicated to the continuing objective of reducing risk of injury.

The Board of the Kingston Association of Museums, Art Galleries & Historic Sites (KAM) as employer, is ultimately responsible for worker health and safety. The Board will comply with their duties under the Ontario Occupational Health and Safety Act, such as taking every reasonable precaution for the protection of workers in the workplace.

Supervisors will be held accountable for the health and safety of workers under their supervision. Supervisors are subject to various duties in the workplace, including the duty to ensure that machinery and equipment are safe and that workers, volunteers and visitors work in compliance with established safe work practices and procedures.

Every worker, volunteer, supervisor and manager must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by the employer. Workers, volunteers, supervisors and managers will receive information, training and competent supervision in their specific work tasks to protect their health and safety.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organization.<sup>1</sup>

In order to ensure compliance with the above, a regular standing health and safety committee which will include at least one Board (management) representative and one worker or volunteer will meet to conduct regular meetings and inspections (minimum four times annually) and address any concerns. Regular reporting will take place to the Board as a whole.

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<sup>1</sup> Referenced from [https://www.labour.gov.on.ca/english/hs/pubs/ohsa/ohsag\\_appx\\_a.php](https://www.labour.gov.on.ca/english/hs/pubs/ohsa/ohsag_appx_a.php)



Policy Document:	<b>Information Management Policy</b> (formerly Document Retention-Destruction)
Created:	June, 2012
Approved:	12 June 2012
KAM President – Edward Grenda	
Reviewed:	18 December 2018
Approved:	08 January 2019
KAM President – Dave St. Onge	

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) has a commitment to protect the personal information and intellectual property of the Association, its employees, its members, and its stakeholders. To ensure that protection of privacy is balanced with access to information, the Association adheres to the relevant standards and legislative requirements.

### 1.1. Recorded Information Management

The purpose of this policy is to manage information to meet all legislated requirements for record keeping to ensure information is readily available for decision-making and to protect the integrity and authenticity of records. Recorded information management applies systematic controls and standards to the creation, security, use, documentation, retention, conversion, disposition and preservation of recorded information.

#### Definitions

Record: Any information, however recorded, and regardless of its form or characteristics. Records include, but are not limited to: correspondence, memoranda, books, maps, plans, photographs, drawings, diagrams, pictorial or graphic works, films, microforms, sound recordings, videotapes, computer generated files, and electronic mail transmissions.

Corporate record: any record created, received, deposited, or held by any employee, contract employee, Board member, volunteer, and/or professional contractor conducting business on behalf of the Association.

Intellectual property: An asset of KAM, and includes, but is not limited to: research conducted for the Association; information collected for, and stored with the Association; written materials developed for KAM; marketing techniques; design elements commissioned for the Association; member information, which may include intellectual property of an outside Association; KAM products and services; copyright material.

PIPEDA: Personal Information Protection and Electronic Documents Act. Federal legislation that governs the collection, use and disclosure of personal information in the course of commercial activities. Organizations are obligated to an individual’s consent when they collect, use or disclose the individual’s personal information. The Association must obtain consent **each and every time** it uses the information for a purpose different from the original purpose.

MFIPPA: Municipal Freedom of Information and Protection of Privacy Act. Ontario legislation that, with some limitations, provides the public with a right of access to records held by a municipality and

# KAM Information Management Policy

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protects the privacy of personal and sensitive information.

FIPPA: Freedom of Information and Protection of Privacy Act. Ontario legislation that, with some limitations, provides the public with a right of access to records held by a government office or publicly funded institution, and protects the privacy of personal and sensitive information.

Personal Information: Includes any factual or subjective information, recorded or not, about an identifiable individual. Personal information **does not include** business information that is publicly available, such as an employee's name, title, business address or telephone number.

## **Guidelines**

- a) The records and information holdings of the Association are valuable assets. All records and information in the custody and control of KAM are the property of KAM.
- b) All corporate records are subject to this Policy.
- c) It is the responsibility of every employee, contract employee, Board member, volunteer, and/or professional contractor to deliver all their corporate records to their successors or to their supervisor upon leaving the Association.

## **1.2. Governance**

KAM shall provide support for information management, as well as designate an employee to administer and support record management and participate in training for this role.

### **1.2.1. Relevant Legislation**

Where a particular subject area is not specifically addressed in this policy the applicable section(s) of applicable Federal and/or Provincial Legislation shall apply. The following legislation informs this policy:

- Accessibility for Ontarians with Disabilities Act (AODA), 2005. Government of Ontario
- Personal Information Protection and Electronic Documents Act (PIPEDA), 2004. Government of Canada.
- Freedom of Information and Protection of Privacy Act (FIPPA), 1988, 1990. Government of Ontario.
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), 1991. Government of Ontario.
- Income Tax Act, RSC 1985. Government of Canada.
- Income Tax Act, R.S.O. 1990. Government of Ontario.

## **1.3. Privacy**

KAM has a responsibility to protect the privacy of the personal information of our partners and clients. The collection, retention and disclosure of personal information, online or offline is governed by the PIPEDA. As a publicly funded Association, some sections of the MFIPPA also apply to KAM.

### **1.3.1. Collection and Use of Personal Information**

# KAM Information Management Policy

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KAM may collect, use and disclose personal information, when applicable, and with an individual's consent, for the following purposes:

- to verify the identity of members, partners, or workshop participants;
- to register persons for KAM events or workshops;
- to communicate and provide information about KAM or KAM related events; and
- to communicate and provide information about up-coming KAM and KAM-related events, programs, services and other opportunities.

KAM shall not sell or rent this information to any external parties.

## ***Accuracy of Personal Information***

KAM endeavours to ensure that any personal information provided by an individual or an organization and in its possession is as accurate, current and complete as necessary for the purposes for which KAM uses that data.

## ***Retention of Personal Information***

KAM retains personal information as long as it is necessary to fulfill the purpose for which it was collected. Legal, financial or business requirements may dictate the retention period in some cases (in accordance with 1.6 *Document Retention Schedule*.)

## ***Safeguarding Personal Information***

KAM endeavours to maintain adequate physical, procedural and technical security with respect to its offices to prevent any loss, misuse, unauthorized access, disclosure or modification of personal information.

## ***Provision of Documentation for Investigations or Litigation***

Documents requested and subpoenaed by legally authorized personnel shall be provided within five (5) business days. The Board President and Managing Director shall authorize appropriate provision. No documents shall be concealed, altered or destroyed with the intent to obstruct the investigation or litigation.

## **1.4. Human Resource Records**

KAM is responsible for maintaining secure data (paper & electronic) on its employees for business related purposes, and where required by law. The data shall be stored in the KAM Human Resources files. Access to a complete file is restricted to the auditors and employees who administer employment, benefits, and compensation policies, the Chair of KAM Human Resources Committee and Managing Director.

KAM recognizes the rights of an individual to their privacy. Information about the employment and performance of KAM employees is confidential, and shall not be released to an external organization/individual unless the employee has provided a written request for its release.

# KAM Information Management Policy

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## 1.4.1. Employee file

The employee file contains information about workers and their job. This includes the documents and information the employee provided to KAM when they were recruited. Other information includes the employee's KAM job history including special projects, training certificates, performance evaluations, and documentation relating to absenteeism or disciplinary problems, medical certificates, letters of commendation, and letters of recognition. The contents of this file are confidential and held in a locked, secure area.

An employee may view their Human Resources file by requesting an appointment with the KAM Human Resources Committee Chair, who shall be present when the employee is examining their file. Nothing may be removed from the file.

KAM shall retain employee records in accordance with its *Document Retention Schedule* (see 1.6). KAM commits to collecting and retaining personal information as listed below for the sole purpose of managing its business (in accordance with the *PIPEDA*):

- name
- address
- telephone number
- date of birth
- social insurance number
- education history
- records relating to legislated leaves
- written agreement(s) to work excess hours
- information contained on the wage statement
- hours worked in excess of a salaried employee's regular schedule
- days and hours worked
- payroll records
- beneficiary information
- start date of employment
- end date of employment

## 1.4.2. Volunteer Engagement File

A volunteer engagement file shall be maintained for every volunteer. That file shall contain:

- volunteer application and attached documentation;
- applicable correspondence;
- record of training programs attended; and
- other documents that accurately reflect the volunteer's history and activities with KAM.

Upon written request, a volunteer may request to see the contents of their file by requesting an appointment with the Managing Director, who shall be present when the volunteer is examining their file. Nothing shall be removed from the file.

## 1.4.3. Payroll Records

Canada Revenue Agency requires the retention of all employee records pertaining to taxation and payroll for at least six (6) years from the end of the last taxation year. These records may be kept in paper or electronic format. They may include:

## KAM Information Management Policy

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- CPP contributions, as per the *Canada Pension Plan*, subsection 24(2);
- EI premiums, as per the *Employment Insurance Act*, subsection 87(3);
- Taxes withheld, as per the *Income Tax Act*, subsection 230(4)(b);
- The hours worked by each employee;
- Form TDI, Personal Tax Credits Return;
- Canada Revenue Agency letters of authority which allow organizations to reduce the tax deductions for certain employees for a specific year; and
- All information slips and returns filed.

Should an employee wish to review their file, they must schedule an appointment with the Chair of the KAM Human Resources Committee at a mutually convenient time. Access to a complete file is restricted to the auditors, the KAM Human Resources Committee, and the Managing Director. Upon termination/retirement of an employee, all employee files are securely archived.

Each employee is responsible for keeping the Association informed of current address, phone number and personal situation (i.e. emergency contact).

### 1.4.4. Third Party Reference Requests

Only the Managing Director or delegated KAM employees are authorized to respond to third party reference requests for former workers on behalf of the Association. If an employee is uncertain how to respond to a request, they may ask the KAM Human Resources Committee to respond.

If the request is for information that relates to current or former employees of KAM with respect to job performance or employment history, responses should be limited to information that is job related, factual and objective.

If the request for information is related to a credit or loan application, the employee must authorize release of this information in writing. Alternatively, KAM may provide a letter of confirmation on letterhead that may be used by the employee.

## 1.5. MFIPPA Corporate Access

KAM shall collect, use, maintain and disclose personal information in its custody and control in accordance with the privacy requirements of relevant regulations and legislation.

### **Guidelines**

These guidelines apply to all personal information that is in the custody and control of KAM and/or collected, used and/or disclosed by KAM. These guidelines are for general purposes only. For advice on specific privacy issues, employees should contact the Managing Director or the KAM Human Resources Committee.

MFIPPA sets out privacy requirements related to the collection, use and disclosure of personal information in KAM's custody and control. These requirements are as follows:

## KAM Information Management Policy

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- a) Any collection of personal information by KAM must either be expressly authorized by statute or be necessary to the administration of KAM's programs, services and/or activities.
- b) Personal information must be collected directly from the person to whom the information relates unless he/she has authorized another manner of collection.
- c) All forms (including electronic and hard copy) used to collect personal information must identify the statutory authority for the collection and/or the purpose for which it shall be used and the name of a contact person who can answer questions about the collection. These forms must be reviewed by legal for privacy compliance prior to use.
- d) KAM shall not use personal information in its custody or control except with the consent of the individual or for the purpose for which it was originally collected. Employees should consult with the Managing Director or the KAM Human Resources Committee if they require clarification on the proper use, or disclosure of the information.
- e) KAM is not permitted to disclose an individual's personal information except in limited circumstances, including:
  - where the individual has identified that information in particular and has consented to its disclosure;
  - where an employee needs the record in the performance of their duties and the disclosure is necessary and proper in the discharge of KAM's functions. This means where the disclosure is necessary to the proper administration of KAM's programs, services and/or activities, including the administration of its by-laws or statutory programs. Disclosures that are merely convenient or desirable are not allowed;
  - where disclosure is to a law enforcement agency in Canada for the purpose of aiding in an investigation - these types of requests should be referred to the Managing Director or the KAM Human Resources Committee; and/or
  - in compelling circumstances affecting the health and safety of an individual or compassionate circumstances, but only after referral to the Managing Director or the KAM Human Resources Committee.
- f) Employees shall ensure that reasonable measures to prevent unauthorized access are defined, documented and put into place.
- g) Employees shall take all reasonable measures to keep the personal information collected from individuals accurate and up-to-date.
- h) Any breach of privacy or security shall be immediately reported to the Managing Director.
- i) Employees shall take reasonable measures to protect the records in their custody and control from inadvertent destruction and each measure must be defined, documented and put into place, taking into account the nature of the records to be protected.
- j) Records containing personal information must be retained for at least a year after use in the absence of a by-law setting out a specified time period and may only be destroyed under schedule. A disposal record, not containing any personal information, must be maintained.

# KAM Information Management Policy

- k) Every individual has a right of access to their personal information in the custody and control of KAM. Individuals requesting access to their own personal information or general records may make an access request for records that may be subject to exemptions under MFIPPA. All formal access requests shall be processed by the Managing Director and the KAM Human Resources Committee.

## 1.6. Document Protection

Documents (hardcopy, digital, online or other media) shall be stored in a protected environment for the duration of the *Document Retention Schedule*. Computer backup media shall be included.

## 1.7. Document Retention Schedule

Destruction of records may occur after they have been retained until the end of the designated period. Destruction includes garbage, shredding, paper recycling, and erasure/disintegration of magnetic media. Records shall be destroyed using a method appropriate to their medium and content. Records containing confidential and/or personal information shall be destroyed in a manner that ensures definitive obliteration.

The following types of documents shall be retained for a designated period. A minimum of one hard copy and one digital copy of each document shall be retained according to the following schedule:

### 1.7.1. Corporate Records

Letters Patent	Permanent
Annual Filing: Officers & Directors	Permanent
By-laws	Permanent
Board Policies	Permanent
Resolutions	Permanent
Board meeting minutes	Permanent
Annual Reports	Permanent

### 1.7.2. Financial Records

Letters of determination: tax exemption status	Permanent
Chart of accounts	Permanent
Fiscal policies and procedures	Permanent
Audits	Permanent
Financial statements	Permanent
General ledger	Permanent
Cheque registers / books	Seven (7) years
Bank deposit slips	Seven (7) years
Cancelled cheques	Seven (7) years
Invoices	Seven (7) years
Petty cash receipts	Seven (7) years

### 1.7.3. Tax Records

Annual tax filing for the Association	Permanent
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## KAM Information Management Policy

Payroll registers	Permanent
Filings of fees paid to professionals	Seven (7) years
Payroll tax withholdings/ payroll tax returns	Seven (7) years
Earnings records	Seven (7) years

### 1.7.4. Personnel Records

Employee offer letters	Permanent
Confirmation of employment letters	Permanent
Benefit descriptions per employee	Permanent
Pension records	Permanent
Employee applications and resumes	Seven (7) years after termination
Unsuccessful candidate applications/interview materials	Sixty (60) days
Promotions, demotions, letters of reprimand, termination	Seven (7) years after termination
Formal complaint letters and Investigation Reports	Five (5) years
Job descriptions, performance goals	Seven (7) years after termination
Workers' Compensation records	Five (5) years
Salary ranges per job description	Five (5) years
Time sheets	Three (3) years after termination

### 1.7.5. Insurance Records

Directors and Officers Insurance policy	Permanent
Workers' Compensation Insurance policy	Permanent
General Liability Insurance policy	Permanent
Insurance claims applications	Permanent
Insurance disbursements / denials	Permanent

### 1.7.6. Contracts

All insurance contracts	Permanent
Employee contracts	Permanent
Construction contracts	Permanent
Legal correspondence	Permanent
Leases / deeds	Permanent
Vendor contracts	Seven (7) years after end date
Warranties	Seven (7) years after end date

### 1.7.7. Donation / Funder Records

Grant dispersal contract	Permanent
Donor lists	Seven (7) years
Grant applications	Seven (7) years
Donor acknowledgements	Seven (7) years

### 1.7.8. Management Plans and Procedures

# KAM Information Management Policy

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Strategic Plans	Seven (7) years
Staffing, programmes, marketing, finance, fundraising and evaluation plans	Seven (7) years
Disaster Recovery plan	Seven (7) years



Policy Document:	<b>Information Systems Policy</b>
Created:	January 26, 2018
Approved:	08 January 2019
KAM President – Dave St. Onge	
Reviewed:	

The Kingston Association of Museums, Art Galleries and Historic Sites (KAM) encourages the use of media to enhance the effectiveness of communication. The goal of this policy is to protect corporate information and technology assets and to provide direction and clarity regarding the acceptable use and management information systems and devices, while ensuring KAM is able to benefit from the services in a way that is cost effective and sustainable. This policy and associated procedures define the standards, controls and limitations that apply to the purchase, provisioning, management and outlines the Association’s requirements regarding acceptable use of information systems.

**Definitions**

Telephony Systems: telecommunication services and equipment (wired and wireless delivery (wi-fi)) providing voice/data internal and external access.

Information Systems: Computers, Smart Phones, Tablets, the internet, social networking sites, and telephony systems.

Internet: All activities undertaken through the Association’s Internet resources including electronic mail and browsing external websites.

Communications systems: Computer systems, tablets and telephony systems including cellular devices.

**Scope**

This policy applies to all communications systems accessed on or from the Association’s premises, accessed using the Association’s equipment, or, via KAM paid methods, and/or used in a manner that identifies the individual with the Association.

**1.1. Governance**

KAM’s elected Board of Directors is responsible for overseeing the policy framework that governs the Association’s Information Systems. KAM’s Governance Committee shall identify the Association’s obligations and liabilities and will satisfy themselves that these obligations are met.

**Guidelines**

- a) Ownership: Association provided communications systems, internet/intranet, web-based platforms, E-mail privileges, voice mail messages, and faxes are considered Association resources and are intended to be used for business purposes only.
- b) Privacy of Communications: Individuals should not assume that electronic communications transmitted via Association resources are private or confidential. Due to the inherent characteristics

# KAM Information Systems Policy

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of e-mail systems, correspondence via Internet E-mail is NOT guaranteed to be private. The Association reserves the right to review, at any time, electronic files, messages, and usage of systems to obtain business information on behalf of the Association, or to assure compliance with the law and this or any other KAM policies. Notwithstanding technical limitations and the Association's right to review, accessing an individual's e-mail for unspecified purposes is strictly forbidden.

- c) Data Security: Each person is responsible for protecting KAM information by safeguarding their login ID and password from disclosure to any person except the KAM Coordinator or Board Chair.
- d) Personal Use: Personal use of information systems is authorized within reasonable limits as long as it does not interfere with or conflict with business use. Individuals are responsible for exercising good judgment regarding the reasonableness of personal use.

Examples of unacceptable use of corporate internet, e-mail, telephony and computing resources include, but are not limited to the following:

- i. Broadcast e-mail sent for personal interests.
  - ii. Providing log-in, user id and passwords to a third party in order for them to utilize Association resources.
  - iii. Placing personal long-distance calls during regular business hours, while working on-site at KAM locations.
- e) Downloading: Downloading of non-executable files for business use is permitted. These would include reports, adobe pdf files, information flyers, etc., from other institutions or agencies that may be useful to the Association.

Executable software and software upgrades should not be downloaded without the approval of the Coordinator. This type of software may contain viruses which could harm the Association's equipment.

## **Procedures**

### a) Information Systems

- Each new Employee and volunteer will be provided with a copy of KAM's *Code of Conduct* prior to their use of KAM's Information Systems.
- Violation of this policy shall result in corrective action, up to and including suspension or termination from KAM.

### b) Equipment Assignment

- Each employee and volunteer shall be assigned equipment resources consistent with the requirements of their position.
- Individuals shall read, agree to, comply with and sign a responsibility acknowledgement for the equipment in their possession.
- Violation of this policy shall result in corrective action, up to and including suspension or termination from KAM.

# KAM Information Systems Policy

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## 1.2. Mobile Phone Policy

KAM is committed to the use of technology for the purpose of communicating and sharing information, conducting business transactions, and supporting the operations of KAM. KAM provides devices to employees and volunteers consistent with the requirements of their positions, which may be used to remotely access services such as corporate email and calendaring, business applications and file shares. KAM permits users to use personal devices (e.g. smartphones/tablets) in lieu of KAM owned devices. However, whether KAM issued or personal, devices shall be used in accordance with this policy and by methods that protects the confidentiality and integrity of corporate information and the KAM network.

### **Scope**

KAM may provide devices to individuals who have been identified by the Managing Director as necessary to accommodate work and meeting schedules and associated travel requirements that frequently interfere with the ability to communicate in a timely and effective manner. This policy applies to all individuals who may be given access to the KAM network. Specific policy provisions and terms of use apply to both Association and personal mobile devices.

### **Definitions**

Association Issued Devices: laptops and/or devices such as tablets, which are provided by KAM and used for the purpose of communicating and sharing corporate information, conducting business transactions, and supporting the operations of KAM.

Personal Mobile Devices: smartphones and/or mobile devices such as tablets that are individually owned and may be used for the purpose of communicating and sharing corporate information, conducting business transactions, and supporting the operations of KAM.

### 1.2.1. Association Issued Devices

The Managing Director is responsible for securing budget for the provision mobile devices (e.g. the hardware). Once the Managing Director has determined that an employee is eligible, the request shall be reviewed by KAM's Board of Directors prior to issuance. An employee's assessment for use of an Association-issued device shall be based on the following business criteria:

- a) position within KAM and job description;
- b) degree of urgency that messages need to be acted upon;
- c) frequency of "out of the office" occurrences, where downtime could be converted into productive time for Employee;
- d) improvement to client service; and
- e) responding in an emergency.

### **Procedures**

Any violation of this Mobile Devices Policy must be immediately reported to the Managing Director. Violating this Policy or any of its associated procedure could result in disciplinary action leading up to and including removal of privileges or termination of employment.

## KAM Information Systems Policy

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- a) The Managing Director determines the need for a mobile device and secures appropriate budget approvals if necessary.
- b) The Managing Director determines the most appropriate device based on job duties.
- c) The Coordinator secures relevant equipment and services.
- d) Acceptable personal use of KAM resources is limited to reasonable personal communication.
- e) Lost or stolen corporate-issued devices must be reported to KAM within twenty-four (24) hours.
- f) Individuals are responsible to:
  - Protect KAM devices against elements such as dust, dirt, water, and heat.
  - Refrain from using pay per use features.
  - Ensure recorded voice mail messages are changed frequently, and that they are appropriate, informative and timely.
  - Maintain the security of voice mail accounts and passwords.
  - Limit use of wireless devices while outside the country. When traveling outside of Canada for business purposes, employees are responsible for notifying the cellular service provider to temporarily suspend roaming charges. If an Employee fails to notify the service provider, all roaming charges shall be their responsibility. If an Employee incurs roaming charges during personal travel outside of Canada, all roaming charges shall be the responsibility of the Employee.
  - Return the Association's mobile device to the Association upon termination, change of duties, or at the request of the Association.

### 1.3. E-mail and Internet

Communications and Internet Access should be conducted in a responsible and professional manner reflecting the Association's commitment to transparent, honest, ethical, and non-discriminatory business practice. As such, the following restrictions apply and employees and volunteers **shall not**:

- a) use e-mail for transmitting, retrieving or storing any communications that are of a discriminatory or harassing nature, derogatory to any individual or group, obscene or X-rated, of a defamatory or threatening nature, part of a –chain letter, or for any other purpose that is illegal, against KAM policy, or contrary to the Association's interest;
- b) solicit business for personal gain or profit;
- c) represent personal opinions as being those of the Association;
- d) upload, download or otherwise transmit commercial software or any copyrighted materials, except to the extent expressly permitted by the copyright owner;
- e) download any executable software, except for approved anti-virus updates and other software cleared with the Network Administrator;
- f) connect unauthorized equipment to the network;
- g) examine, change, or use another person's files, output or user name without explicit authorization;

## KAM Information Systems Policy

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- h) transmit confidential or proprietary information over the Internet unless it is encrypted. This includes: information disclosed only to employees, volunteers and non-KAM personnel engaged in business activities with the Association; information disclosed only on a need-to-know basis; Association proprietary information; personal information about customers, vendors, and employees, and proprietary information that is the property of a third party with whom KAM works; and/or
- i) copy, retrieve, modify or forward copyrighted materials except as permitted by the copyright owner.

### 1.4. Social Media

KAM is committed to an open exchange of ideas through varied communication channels. Association communication tools shall reflect the diversity of the population it serves. This policy provides guidance for KAM's use of social media, which should be broadly understood for purposes of this policy to include blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.

#### ***Guidelines***

- a) Users must be aware that information that is posted or published may be public indefinitely.
- b) Postings reflect KAM's image and users must refrain from material that is inappropriate and/or harmful to KAM, its members, or other stakeholders. Although not an exclusive list, some specific examples of prohibited social media conduct include: posting commentary, content, or images that are defamatory, pornographic, proprietary, harassing, or libelous.
- c) Use of social computing sites for KAM sanctioned activities shall follow the Association's brand management policies and procedures.
- d) Users shall respect copyright, fair use and financial disclosure laws and adhere to the terms of service as stated by each social media outlet.
- e) Users require appropriate permission before referring to or posting images that include a person or use a third party's copyrights, copyrighted material, trademarks, service marks or other intellectual property.
- f) Social media use must not interfere with other responsibilities at KAM. KAM's information systems are only for Association purposes. When using KAM's systems, use of social media for business purposes is allowed but personal use of social media networks or personal blogging of online content is discouraged.
- g) It is highly recommended that users keep KAM's related social media accounts separate from personal accounts.

# KAM Information Systems Policy

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## 1.4.1. KAM Social Media Channels

KAM actively utilize a variety of social media channels for corporate promotional purposes. The same guidelines that are found in the Code of Conduct apply to employee and volunteer's activities online. This includes all forms of online publishing and discussion, including; blogs, wikis, user-generated video and audio, virtual worlds and social networks. It is important that;

- a) employees/volunteers consult with the KAM Coordinator prior to establishing a social media account, page or group for KAM use;
- b) where possible KAM's Coordinator account shall be established the administrator; and
- c) the username and password of the social media account must be provided to the Coordinator.

### *Procedures*

- a) KAM employees and volunteers are personally responsible for the content they publish on blogs, wikis or any other form of user-generated media. Individuals must be mindful that published materials will be public for a long time and will need to protect themselves, KAM and the membership.
- b) When publishing KAM-related matters to any website outside of KAM, employees and volunteers must make it clear that they are speaking for themselves and not on behalf of KAM with the use of a disclaimer such as: "The postings on this site are my own and do not necessarily represent KAM's positions, strategies or opinions."
- c) Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. Refer these inquiries to KAM's Coordinator.
- d) Protecting confidential and proprietary information requires permission before posting someone's picture in a social network or publishing in a blog a conversation that was meant to be private.
- e) If a situation threatens to become antagonistic, users shall disengage from the dialogue in a polite manner and seek the advice of a supervisor.





Policy Document:	<b>Reimbursement Policy</b>
Created:	November, 2015
Approved:	08 December 2015
KAM President – Tabitha Renaud	
Reviewed:	

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## **Purpose:**

The Kingston Association of Museums, Art Galleries and Historic Sites Inc. (KAM) strives to be fiscally prudent. KAM recognizes that volunteer, Board Members and staff contributions are vital to the success of its achievements. These contributions must not create a burden on this important human resource, thus KAM offers reimbursement to volunteers, Board Members, and staff for reasonable expenses incurred while performing business on behalf of KAM, as authorized in advance by the Board of Directors.

## **Requirements:**

KAM shall reimburse expenses that are legitimate, reasonable, and appropriate for the activity undertaken. Those incurring KAM-related expenses on behalf of KAM should bear in mind the following requirements:

- a) Volunteers, Board Members and staff shall not purchase goods and services on behalf of KAM unless expressly requested to do so.
- b) Expenses must have been incurred by the claimant
- c) No person may request reimbursement for expenses that have been paid or reimbursed by another individual or agency.
- d) Individuals should neither gain nor lose personally as a result of incurring expenses on behalf of KAM.
- e) Original receipts from suppliers must support all expense reimbursements, except when allowances are paid on a per diem basis. When expenses are charged to a credit card, the detailed receipt listing the items purchased should be submitted.

## **Reimbursements:**

KAM shall reimburse approved expenses related to association activities for volunteers, Board Members and staff as outlined in this reimbursement policy. Any departure from this policy must be approved in advance by the KAM office.

Volunteers, Board Members and staff shall be provided with a KAM reimbursement form when they are eligible to receive reimbursement. The reimbursement form shall contain the specific information related to the expense, along with any special policy provisions that may be applicable (for example, if volunteers are traveling for KAM activities that involve the use of grant or contract funds, reimbursement guidelines may be subject to different allowance amounts).



Policy Document:	<b>Reimbursement Policy</b>
Created:	November, 2015
Approved:	08 December 2015
KAM President – Tabitha Renaud	
Reviewed:	

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## Reimbursements (cont...):

In order to receive reimbursement, a completed reimbursement form along with all itemized receipts (copies or originals) must be included. All reimbursements shall be provided in the form of a KAM cheque.

### **Travel Advances**

Travel advances are available to individuals to meet out of pocket expenses. In all cases, individuals who are travelling should provide a full accounting within five business days of the conclusion of the event, or return from the trip for which the advance was provided.

### **Telecommunications**

Volunteers, Board Members and staff may be reimbursed for reasonable and occasional long distance telephone costs incurred in the performance of their KAM responsibilities.

### **CPIC**

Where the policy of KAM requires the provision of a CPIC, volunteers and Board Members may seek reimbursement for the CPIC.

### **Parking**

Parking shall generally not be reimbursed for KAM staff to park at KAM office as part of their ordinary course of work.

## **Travel:**

Volunteers, Board Members, and staff may be requested to travel to conduct association affairs or to attend events related to professional development and shall be reimbursed for their expenses provided that appropriate documentation is submitted. When required to travel out-of-town on KAM business, prior approval is always necessary for reimbursement.

### **Transportation**

Volunteers, Board Members, and staff who travel for business purposes must always consider the costs of travel and avoid them when business can be conducted as effectively by teleconference or videoconference, with due regard to the importance of face to face dialogue in some circumstances. When travel is required, the most cost effective means of travel taking into account the time of day, convenience, and personal safety. This would include public transportation and the use of coordinated cab rides when practical.



Policy Document:	<b>Reimbursement Policy</b>
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### Travel (cont...):

Reimbursement shall be made for volunteers, Board Members and staff who use a personally owned vehicle to conduct KAM affairs, authorized in advance, and paid at a rate of \$0.55 per kilometre, as prescribed by Canada Revenue Agency, plus any related parking or toll expenses. A rental vehicle should be used whenever the total costs would be less than the reimbursement for use of a personal vehicle. When renting a vehicle, one must obtain the rental company 's collision protection, unless otherwise insured.

No other costs related to a personally owned vehicle are reimbursable. No reimbursement can be made for traffic or parking fines and offences, regardless of the circumstances. In every case, the driver is personally responsible for all fines incurred.

#### **Accommodations**

KAM shall reimburse accommodation costs for the number of nights noted on the reimbursement form. Hotel stays shall be reimbursed at the negotiated conference rate plus tax, or up to this amount if the attendee stays at an alternate hotel. Accompanying individuals are at personal expense, and any additional room charges for the second person are a personal expense.

#### **Meals**

KAM shall reimburse reasonable meal costs for out-of-town travel to and on the day of the meeting, no more than \$55 per day plus tax (reimburse up to \$10.00 for breakfast, \$17.00 for lunch, and \$28.00 for dinner) where all itemized receipts must be provided. Alcohol cannot be claimed and shall not be reimbursed as part of a travel or meal expense. Meal costs where meals have been included in another reimbursable item (e.g. conference fees, transportation, accommodation) are not reimbursable.

#### **Travel Expenses Not Reimbursed**

KAM does not reimburse for telephone calls, internet services, baggage services, valet services, laundry or cleaning services, club fees, in-room entertainment, movies, mini-bar charges, or any other personal expense.



Policy Document:	<b>Workplace Harassment Policy</b>
Created:	September, 2016
Approved:	
KAM President – Dave St. Onge	
Approved:	January 24, 2017

The Board of the Kingston Association of Museums, Art Galleries & Historic Sites is committed to providing a work environment in which all individuals are treated with respect and dignity.

Workplace harassment will not be tolerated from any person in the workplace. Everyone in the workplace must be dedicated to preventing workplace harassment. Managers, supervisors, workers and volunteers are expected to uphold this policy, and will be held accountable by the Board.

Workplace harassment means:

- a) engaging in a course of vexatious comment or conduct against a worker or volunteer in a workplace -- a comment or conduct that is known or ought reasonably to be known to be unwelcome.

Examples may include:<sup>1</sup>

- \* Intrusive invasions of personal space
- \* Inappropriate jokes
- \* Setting someone up to fail
- \* Threatening, humiliating or demeaning images or comments on websites, and/or other social media platforms
- \* Pranks, threats – overt/covert
- \* Shunning / scapegoating
- \* Yelling / extreme micromanaging
- \* Damaging someone's reputation through gossip or other means

- b) engaging in a course of vexatious comment or conduct against a worker or volunteer because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or; making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker or volunteer and the person knows or out reasonably to know that the solicitation or advance is unwelcome.

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<sup>1</sup> [www.bizlifesolutions.com](http://www.bizlifesolutions.com) – Charity Village Webinar, September 2016

## Workplace Harassment Policy

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Examples may include:<sup>2</sup>

- \* Communications of sexual nature, verbal, written or electronic
- \* Inappropriate or unwanted touching (touching a person's hair, clothes or body; standing too close or brushing up against another person unnecessarily)
- \* Lies or gossip about a person's sex life, orientation or romantic activities
- \* Unwanted flirtatious comments or compliments
- \* Pornographic or graphic images (cartoons, calendars, websites)
- \* Staring or ogling particularly at a sexual body part ("elevator eyes")
- \* Stalking

This policy is not intended to limit or constrain the reasonable exercise of management functions in the workplace.

Workers and volunteers are encouraged to report any incidents of workplace harassment. If the worker/volunteer is able, tell the person harassing you to stop. Inform the supervisor, Managing Director or a member of the Human Resources Committee. Make good notes. Call the police if the behaviour seems criminal. No negative consequences will result for reports made in good faith.



The Human Resources Committee will investigate and deal with all concerns, complaints, or incidents of workplace harassment in a fair and timely manner while respecting workers' /volunteers' privacy as much as possible.

Nothing in this policy prevents or discourages a worker or volunteer from filing an application with the Human Rights Tribunal on a matter related to Ontario's Human Rights Code within one year of the last alleged incident. A worker or volunteer also retains the right to exercise any other legal avenues that may be available.



The workplace violence policy should be consulted whenever there are concerns about violence in the workplace.<sup>3</sup>

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<sup>2</sup> [www.bizlivesolutions.com](http://www.bizlivesolutions.com) – Charity Village Webinar, September 2016

<sup>3</sup> Supported from <https://www.labour.gov.on.ca/english/hs/pubs/wpvh/>



Policy Document:	<b>Workplace Violence Policy</b>
Created:	September, 2016
Approved:	
KAM President – Dave St. Onge	
Approved:	January 24, 2017

The Board of the Kingston Association of Museums, Art Galleries & Historic Sites (KAM) is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers, volunteers and visitors from workplace violence from all sources.

The [Occupational Health and Safety Act](#) defines workplace violence as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker. It also includes an:

- attempt to exercise physical force against a worker in a workplace, that could cause physical injury to the worker; and a
- statement or behaviour that a worker could reasonably interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker [Section 1].

This definition of workplace violence is broad enough to include acts that would constitute offences under [Canada's Criminal Code](#).<sup>1</sup>

Violent behaviour in the workplace is unacceptable from anyone. This policy applies to workers, volunteers, and visitors in the workplace. Everyone is expected to uphold this policy and to work together to prevent workplace violence.

There is a workplace violence procedure that implements this policy. It includes measures and procedures to protect workers, volunteers and visitors from workplace violence, a means of summoning immediate assistance and a process for workers, volunteers and visitors to report incidents, or raise concerns.

The workplace violence procedures cover:<sup>2</sup>

- \* Measures and procedures to **control the risks of workplace violence**
- \* Measures and procedures for **summoning immediate assistance**
- \* Measures and procedures for workers/volunteers/visitors to **report incidents of workplace violence** to the employer
- \* Measures and procedures for how the employer will **investigate and deal with incidents or complaints** of workplace violence

<sup>1</sup> Taken from <https://www.labour.gov.on.ca/english/hs/pubs/wpvh/concepts.php>

<sup>2</sup> Taken from [https://www.labour.gov.on.ca/english/hs/pubs/wpvh/appendix\\_b.php](https://www.labour.gov.on.ca/english/hs/pubs/wpvh/appendix_b.php)

## Workplace Violence Policy

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The Board of the Kingston Association of Museums, Art Galleries & Historic Sites, as the employer, will ensure this policy and the supporting program are implemented and maintained and that all workers and supervisors have the appropriate information and instruction to protect them from violence in the workplace.

Supervisors will adhere to this policy and the supporting procedure. Supervisors are responsible for ensuring that measures and procedures are followed by workers/volunteers/visitors and that workers/volunteers/visitors have the information they need to protect themselves. Every worker/volunteer/visitor must work in compliance with this policy and the supporting program. All workers/volunteers/visitors are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats.

Workers, volunteers and visitors are encouraged to report any incidents of workplace violence. If the worker/volunteer/visitor is able, tell the person to stop. Inform the supervisor, Managing Director or a member of the Human Resources Committee. Make good notes. Call the police if the behaviour seems criminal. No negative consequences will result for reports made in good faith.



The Human Resources Committee will investigate and deal with all concerns, complaints, or incidents of workplace violence in a fair and timely manner while respecting the worker' s/volunteer' s/visitor' s privacy as much as possible.

Nothing in this policy prevents or discourages a worker, volunteer or visitor from filing an application with the Human Rights Tribunal on a matter related to Ontario' s Human Rights Code within one year of the last alleged incident. A worker, volunteer or visitor also retains the right to exercise any other legal avenues that may be available.

The workplace harassment policy should be consulted whenever there are concerns about harassment in the workplace. <sup>i</sup>

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<sup>i</sup> Supported from <https://www.labour.gov.on.ca/english/hs/pubs/wpvh/>