

ROYAL MILITARY COLLEGE ALUMNI ASSOCIATION ('RMCAA')

HUMAN RESOURCE POLICY MANUAL

The purposes of the RMCAA are:

- Bring together members for their mutual benefit, support, mentorship and camaraderie;
- Advance education by establishing and maintaining scholarships, bursaries and prizes;
- Support and promote training and leadership programs by providing funding for programs and initiatives for the benefit of the Canadian Military Colleges to grow and develop Canada's future leaders;
- Establish, preserve, protect and commemorate monuments and significant heritage sites at the Canadian Military Colleges;
- Enhance, preserve and promote the experience, history, traditions and culture of the Canadian Military Colleges; and,
- Promote and advocate for all the above.

Application

This policy applies to:

- Employees of the RMCAA;
- Individuals providing services to the RMCAA through a contract of service with the RMCAA ('Contractor');
- Volunteers, including:
 - Officers, directors and other titled positions, and,
 - Individuals performing any function related to the purposes of the RMCAA.

Individuals covered by this policy may be referred to in this Policy Manual as 'Employees' or by the individual title of employee, contractor or volunteer.

Where an Employee of the RMCAA is seconded to another employer that employer's Human Resource policies will govern the relationship with that Employee for the duration of their secondment.

Objective

It is the intention of the RMCAA to create a respectful, fair, safe and enjoyable working environment for employees, volunteers, and contractors. As a growing organization, changes are inevitable. All changes are and will be implemented in the best interest of the RMCAA to provide a positive, dependable work environment.

This Human Resource Policy Manual will provide each employee, volunteer, and contractor with the guidance necessary to build a healthy environment. There is no guarantee that satisfaction can be given in every case, but the RMCAA will endeavor to do the very best to provide an acceptable explanation of its final decisions.

Any ambiguity in the interpretation or application of these policies will be resolved taking into account the values of:

1. **Integrity:** RMCAA members shall act with competence, honesty, integrity, respect and fairness while carrying out the obligations of the RMCAA.
2. **The best interests of the RMCAA:** Employees, volunteers and contractors will act in the best interests of the RMCAA in achieving its stated purposes.
3. **Accountability and Transparency:** In carrying out purposes and philanthropic activities of the RMCAA employees, volunteers and contractors will act within the letter and the spirit of the law. The RMCAA embraces public interest, takes full responsibility for its actions, communicates truthfully, and ensures public records are easily available while maintaining appropriate privacy and confidentiality. The RMCAA will manage its resources carefully and frugally, actively avoiding excessive expense.
4. **Diversity and Inclusiveness:** The RMCAA will strive to ensure that a full range of perspectives contribute to the common good of our organization. In conducting its business, all members and Employees of the RMCAA will listen to and treat all others who come together under the auspices of the RMCAA with respect.

Administration

The Chief Executive Officer of the RMCAA and the Vice-Chair of the Board of Directors of the RMCAA shall be responsible for the administration of the policies and procedures in this Policy Manual. As a general rule:

- The CEO shall be responsible for the administration of this Policy Manual with respect to employees and contractors.
- The Vice-Chair shall be responsible for the administration of this Policy Manual with respect to members of the Board of Directors and any other volunteers appointed by the Board.
- The CEO and Vice-Chair shall be jointly responsible for the application of the policy to volunteers and members of the RMCAA at large.

The CEO shall be responsible to maintain a personnel file with respect to each employee or contractor. The file will contain the job description, all relevant documents related to the employee/contractor's performance of the functions assigned to that person, any correspondence received by the RMCAA from the employee/contractor or third parties, and any other document the CEO determines to be relevant.

The Vice-Chair will be responsible to maintain a personnel file with respect to members of the Board of Directors. That file will contain the same materials as set out in the preceding paragraph.

Personnel files are confidential and may be reviewed by an Employee upon request after having given the CEO or Vice-Chair reasonable notice. Where the RMCAA has obtained documents from a third party on a confidential basis then those documents shall be removed from the personnel file prior to review. An Employee **does not** have an entitlement to copy the contents of their personnel file.

The Chair of the Board shall be responsible for the administration of this Policy Manual with respect to the CEO and will maintain a personnel file for the CEO.

Confidentiality

Confidentiality of data and information is both a legal and a moral obligation of the RMCAA to its donors, Employees, members and stakeholders.

1. **General** Employees, Volunteers, and contractors of the RMCAA will treat information provided or gathered by the RMCAA with discretion. Any information received through involvement with the RMCAA will not be used for personal gain.
2. **Donors** Donor requests for confidentiality and anonymity will be strictly respected. Access to donor information will be restricted to only those who need it for the function of their duties. Donor records will be subject to appropriate security protocols to ensure they are protected. Donor lists will not be shared with any other fundraising organizations.
3. **Grant Recipients** The RMCAA gifting and funding process requires charities and agencies to provide detailed project and organizational information. This information will often be of a sensitive nature and will therefore be treated in confidence by employees, volunteer and contractors.
4. **Contracts/Grants** The RMCAA as a necessity will contract with professional and business corporations and details of all such transactions will be treated with respect and discretion. Information relating to personnel, litigation and property contracts and resulting transactions will be kept confidential.
5. **Meetings** The Board and all its committees will act as a whole. Deliberations including the opinions of individual Board and committee members will be kept confidential by employees, Volunteers and contractors. Third party opinions with respect to contracts or grants applications will be kept confidential.

Conflicts of Interest

The RMCAA must strive, as far as possible, to conduct its affairs in an honest, forthright and impartial manner. So far as possible, actions and relationships must avoid any appearance of impropriety that may raise questions in the minds of the public, members, donors or stakeholders.

The RMCAA recognizes that its Employees and Volunteers may be associated from time to time with organizations that may have dealings with it. This policy is directed towards potential conflicts of interest arising from these associations.

A conflict of interest means an actual, perceived, or potential conflict of interest of an individual in the exercise of unbiased and unfettered judgement on behalf of the RMCAA. In answering the question of whether there is a conflict of interest the individual Employee or Volunteer and the RMCAA will approach the issue from the perspective of an arms-length third party fully informed of all the details of the situation. For the purposes of determining whether an actual, perceived, or potential conflict of interest exists an individual includes any member of the person's family including a person's common law spouse.

Any actual, perceived, or potential conflict of interest of an Employee or Volunteer must be disclosed. Where the conflict of interest is actual the Employee or Volunteer will immediately recuse themselves from participation in the matter. Without limiting the generality of the foregoing when a matter in which an actual, perceived, or potential conflict of interest arises in relation to a matter before the Board or any of its Committees the individual shall declare the conflict and recuse themselves from the discussion.

The CEO or Board of Directors may choose to take action to mitigate a conflict of interest. Any actions taken as a result of the declaration will be recorded and filed with the CEO or with the Vice- Chair of the Board if the conflict of interest involves the CEO or a member of the Board of Directors.

Harassment Free Workplace

The RMCAA is committed to providing a work environment that is free of harassment and supportive of the dignity, self-esteem and productivity of every employee. The RMCAA will not tolerate any form of harassment or bullying of, or by, employees, stakeholders, Volunteers, students, contractors, suppliers or other individuals associated with the RMCAA while engaged in activities pertaining to the workplace. Employees, contractors and Volunteers have the right to be free from harassment, bullying and discrimination in all locations where activities of the RMCAA are conducted.

Harassment is engaging in an abusive or vexatious course of comment or conduct that is known or ought reasonably to be known to be unwelcome. It is a form of discrimination and can include behaviour such as demands, threats, gestures, innuendo, unwelcome remarks, jokes, slurs, display of offensive material, physical or sexual assault or taunting about a person's body, clothing, habits, customs or mannerisms. Harassment can also include inappropriate or unwelcome comments regarding a person's physical characteristics and/or mental health.

Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people. It has also been described as the assertion of power through aggression. A single act can be so flagrant that it constitutes bullying. Bullying can occur by a supervisor toward a subordinate, among peers, or, by a subordinate toward a supervisor.

The RMCAA has a legal obligation to ensure the safety and well-being of its employees, contractors and Volunteers. Depending upon the nature and gravity of any incident the RMCAA reserves the right to conduct an investigation regardless of whether or not a complaint is filed. The RMCAA will not tolerate incidents of harassment, bullying or discrimination. When such incidents come to the attention of the RMCAA it will act swiftly to investigate and resolve such matters.

THE RMCAA HAS A ZERO TOLERANCE POLICY REGARDING THREATS, VERBAL OR PHYSICAL HARASSMENT/BULLYING/VIOLENCE TOWARDS EMPLOYEES, COLLEAGUES, MANAGEMENT, AND VOLUNTEERS.

Reporting of Wrongful Conduct

It is the responsibility of every employee, contractor or Volunteer of the RMCAA to report wrongful conduct to their supervisor. If the supervisor is implicated in the wrongful conduct then the report should be made in accordance with this policy. Without limiting the generality of the foregoing this includes:

- Acts of harassment, bullying or discrimination
- Financial misconduct
- Misuse of RMCAA resources, or,
- Unresolved or unreported conflicts of interest.

Where, in the opinion of the employee, contractor, or, Volunteer, wrongful conduct has occurred the following procedure should be followed:

1. If possible, immediately tell the person engaged in the wrongful conduct your assessment of the situation.
2. Make notes about what happened (what was said or done), when it happened (date, time and place), who was involved and who may have witnessed the incident. These details will be useful to refresh your memory later on.
3. If the wrongful conduct continues, or, you feel unable to approach the wrongful actor, report the incident to your supervisor within seven (7) days of the incident.
 - a. If the supervisor is the cause of the problem then the situation, in the case of employees, should be discussed with the CEO, or, in the case of Volunteers, with the Vice-Chair of the Board of Directors.
 - b. If the CEO or the Vice-Chair are involved in the wrongful conduct then the matter should be reported to the Chair. Alternatively,
 - c. If all of the above are implicated in the wrongful conduct then the matter may be reported to either the Chair of the Governance and Nominating Committee or the Audit Committee of the Board of Directors. The reporter has the choice of discussing the matter verbally or submitting a written report.
4. In situations involving acts of harassment, bullying or discrimination, where the matter can be resolved informally, the CEO or Vice-Chair may discuss the situation with everyone involved, develop an action plan, and check with the reporter periodically to ensure the situation is being resolved.
5. If the CEO or Vice-Chair have not been able to resolve the matter within ten (10) days of receiving a report then the matter will be taken to the Chair. The Chair, in consultation with two other identified members of the Board, shall attempt to resolve the matter within ten (10) days of receiving a report. For these purposes a decision to engage an external third-party investigator and accept the finding of that investigator is a resolution of the matter.
6. Should an incident of harassment, bullying or discrimination remain unresolved after the above steps have been taken then the reporter shall retain the right to refer the issue to the appropriate legal or statutory body without fear of recourse. The RMCAA shall retain the right to dispute the complaint as it feels necessary.
7. Where the matter involves alleged wrongful conduct that does not involve harassment, bullying or discrimination then the matter will be fully investigated by the Chair, Vice-Chair or CEO as the case may be prior to arriving at any conclusion and taking any action with respect to the alleged conduct.

Cooperation with Investigation into Alleged Wrongdoing

Every employee, contractor or Volunteer, as a condition of their engagement with or participation in RMCAA activities, is obliged to cooperate with any investigation into alleged wrongdoing.

- Where an employee does not cooperate with an investigation into alleged wrongdoing that employee may be subject to discipline up to and including termination.
- Where a contractor does not cooperate with an investigation into alleged wrongdoing that shall constitute a breach of contract actionable by termination of the contract.

- Where a Volunteer does not cooperate with an investigation into alleged wrongdoing then the RMCAA may, in its sole discretion, terminate the relationship with the volunteer including membership in the RMCAA.

False, Frivolous or Vexatious Reporting

Making a false, frivolous or vexatious allegation(s) against another employee, contractor or Volunteer is a violation of this policy that may result in disciplinary action up to and including termination of employment or relationship with the RMCAA.

Protection from Retribution

No employee will face retaliation for making a good faith report of wrongful conduct or assisting in the investigation of wrongful conduct. Any form of retaliatory conduct should be reported in accordance with the policy for reporting wrongful conduct.

Where an individual is found to have engaged in retaliatory conduct then that individual will be the subject of discipline up to and including termination of the individual's relationship with the RMCAA **for cause**.

Grievance Procedure

Situations may arise where an Employee has a reasonable, good faith, disagreement with the application of either a Board policy or direction given by his/her supervisor. When such a situation occurs the procedure in this section will be followed.

The Employee shall first raise the issue orally with his/her supervisor. If there is no satisfactory resolution, or the Employee is unable to discuss the matter with his/her supervisor, then the Employee shall set out the grievance in writing and submit that document to the CEO. The written submission should set out all the facts of the grievance, the policy in question and explain why the employee disagrees with the application of the policy or direction in this circumstance.

The CEO shall receive the grievance and take whatever steps are necessary to investigate it. After having completed the investigation, the CEO shall advise the Employee in writing of the finding and the proposed disposition of the grievance. Grievances should be considered in an expeditious manner consistent with the complexity of the subject matter of the grievance.

If the Employee disagrees with the resolution of the grievance then s/he shall bring the matter to the Chair of the Board of Directors. The Chair will appoint one member to reconsider the findings of the CEO and make a final determination based upon the record developed by the CEO.

If the CEO or Chair determines the grievance is on its face unreasonable or that it has not been made in good faith they shall be entitled to dismiss the grievance without investigation.

Use of Technology / Monitoring of Use

From time to time the RMCAA may provide employees, contractors or volunteers with Information Technology or Services necessary to carry out their assigned functions. Without limiting the generality

of the foregoing this could include e-mail addresses, internet access, cell-phones, computers or other devices.

As a general rule the RMCAA does not monitor the usage of Information Technology or Services. However, the RMCAA reserves the right to access any record, file, data or information related to the use of Information Technology or Service in order to allow it to:

- Carry out operations,
- Investigate wrongdoing, or,
- Comply with the law.

E-mail accounts created by the RMCAA are not private and may be reviewed by any authorized employee or officer of the RMCAA.

Employees, contractors and volunteers agree that any Information Technology or Services provided to them will only be used in compliance with the law. It is specially understood that the usage of electronic devices while operating a motor vehicle is unsafe and each employee, contractor or volunteer agrees that s/he will not use such services while operating a motor vehicle.

Hardware, work files, corporate social media accounts and corporate email addresses are the property of the RMC Alumni Association. Employees will be required to provide the CEO with log in credentials and passwords for all corporate social media accounts and generic corporate email addresses.

Contact with media / External Communications

The Chair of the Board of the RMCAA is the official spokesperson on governance and policy issues. The Chair of the Board and/or the CEO will speak on major announcements. The CEO is the spokesperson on operational issues. The CEO is the media contact. Should other employees be contacted by the media for comment, they are to refer the media to the CEO who will respond and/or refer appropriately.

From time to time the Chair or the Board may designate other individuals to respond to inquiries with respect to specific issues within the responsibility of the designated person. In such cases the designated person is to coordinate their response with the CEO to ensure consistency of message.

Fitness for Duty

Employees, contractors and Volunteers agree that when performing functions related to the RMCAA they will be fit for the function they are performing. Each individual understands they have an obligation to take reasonable care to protect the health and safety of themselves and others at all times.

The RMCAA does not provide funds for the purchase of alcohol or other intoxicants at RMCAA activities. Where employees, contractors or Volunteers performing official functions on behalf of the RMCAA consume alcohol or intoxicants they are expected to make appropriate travel arrangements.

Travel and Expense Policy

Employees/contractors will be reimbursed for expenses incurred in fulfillment of the responsibilities of the RMCAA upon submission to the CEO of appropriate receipts within ten business days of completion

of travel during which incurred expense was incurred. Overnight travel must be preapproved by the CEO. Any mileage claim will start from the employee/contractor's normal place of work.

Where volunteers incur reasonable expenses necessary¹ to the performance of their duties they may submit their receipts and receive a charitable receipt for those expenses. To receive monetary reimbursement any expense must be preapproved by the Chair. Receipts in support of monetary reimbursement must be submitted within thirty calendar days of the expenses being incurred.

THE RMCAA WILL NOT REIMBURSE THE COST OF ALCOHOLIC BEVERAGES UNLESS PREVIOUSLY AUTHORIZED BY THE CHAIR OR CEO

The RMCAA uses the Treasury Board of Canada approved travel rates when determining expense limits.

Conduct External to the Workplace

The RMCAA acknowledges that its employees, contractors, Volunteers and members engage in activities unrelated to the activities of the RMCAA. If unrelated activities bring the RMCAA into disrepute, negatively affect its operations, or its ability to fundraise then the **RMCAA reserves the right to terminate its relationship with the individual in question for cause.**

Hiring/Engagement of Employees– Redacted - Relevant to Employees Only

¹ See also Article 3.14 of the Bylaws:

(a) directors **may** be reimbursed for reasonable expenses they incur in the performance of their directors' duties; (*emphasis added*)

Overtime / Compensatory Time / Time in Lieu – Redacted - Relevant to Employees Only

Vacation Entitlement – Redacted - Relevant to Employees Only

Personal Emergency Leave – Redacted - Relevant to Employees Only

Benefit Plan– Redacted - Relevant to Employees Only

Matching Employee RRSP Contribution Plan– Redacted - Relevant to Employees Only

Performance Management– Redacted - Relevant to Employees Only

Progressive Discipline– Redacted - Relevant to Employees Only

Violation of Policy– Redacted - Relevant to Employees Only