INTRODUCTION TO THE EMPLOYEE HANDBOOK

This Employee Handbook (the “Handbook”) contains certain policies and procedures to be followed by all employees of St. George’s Golf and Country Club (the “Club”) and as such, it supplements and forms part of the employment relationship that each employee has with the Club.

The Club reserves the right to modify, amend, add, or delete any policies, procedures, or other statements made in this Handbook. Business conditions, applicable legal requirements, and organizational needs are constantly in flux and so, it may be necessary to revise this Handbook from time to time. At all times the most recent version of this Handbook will supersede all prior versions.

By working at the Club each employee agrees to comply with the provisions of this Handbook, as it may be revised from time to time by the Club.

1.1 History of St. George’s Golf and Country Club

In 1909 Robert Home Smith, an accomplished builder from Stratford, began acquiring lands near the banks of the Humber River for real estate development. By 1927 he had determined that if a fine golf club could be constructed in the area, it would add considerable extra sales appeal for his properties.

About the same time, Sir Edward Beatty, president of the Canadian Pacific Railway, had launched the construction of the Royal York Hotel in Toronto, one of the largest hotels in the C.P.R. chain. Planned as a convention hotel, the Royal York would need the facilities of a fine golf club, and Home Smith lost no time in convincing his friend that he could provide that facility in Etobicoke – hence the original name, “The Royal York Golf Club.”

Home Smith brought in one of North America’s most renowned golf architects, Stanley Thompson, to design and construct an 18-hole championship course and to design a further 9-hole course, the Brule course, on the adjacent northern lands.

By 1929 the golf course was completed and construction was underway on the unique clubhouse. Designed by the architectural staff of the Home Smith Company, the clubhouse reflects the personal taste of the man, as well as his motto for the Company: “A little bit of England – far from England.”

Robert Home Smith died in 1935 and his executor trustee, Godfrey S. Pettit, became President of the Club, a position he held for the next 20 years. In 1946, when the financial arrangement with the Canadian Pacific Railway ended, the name of the Club was changed to St. George’s Golf and Country Club.

In 1957 a curling facility was added, providing six sheets of ice, its own lounge, dining and bar facilities, locker rooms and an office. This addition attracted new members and made the year-round operation feasible. Members undertook the purchase of the Club in 1962. Under the new ownership, operation and control passed to a Board of Directors elected from the general membership each for a three-year term. At that time, the Club acquired an option to buy the Brule course and the surrounding land. The option was later sold to a developer in 1966.

The Club is currently rated in the top three courses in Canada and amongst the top 100 courses in the world, a fact which generates a great deal of pride among Club members, young and old. The Club has hosted five Canadian Opens, five LPGA events, and also the du Maurier Champions Canadian Senior Open. Over the years,
the Club has received much praise from noted tour players for its traditional design, most notably its four outstanding finishing holes.

1.2 Mission Statement
To provide members with a world class golf course and an excellent club experience.

1.3 Vision Statement
To be the golf club of choice in Canada.

1.4 Core Values
Integrity, respect, collegiality, passion for the game, environmentally conscious, service oriented.

1.5 Club Organization
The Club is owned by its Members.

The Membership elects a Board of Directors, which sets policy, and oversees Club affairs in a manner consistent with the policy directions/parameters established by the Membership. To manage the Club, the Board engages a Chief Executive Officer and General Manager and through him also a Head Golf Professional, Curling Manager, Executive Chef/Food & Beverage Manager, Controller and a Property Superintendent. The Board also appoints Committees. The function of a Committee is to assist Management in the affairs of the Club. The Board also appoints Club Officers to fulfil their respective mandates under the Club’s By-Law.

Managers hire Supervisors to supervise the day-to-day operation of the Club. The Supervisors staff their areas to get specific jobs done; however, all hiring as well as dismissals by Supervisors are subject to approval by the Manager. Normally, instructions and control will go through channels, from Management via Supervisors, to employees. To simplify the procedure, some information may go directly from one department to another.

The day-to-day administration of the Club is entrusted to the Chief Executive Officer and General Manager who is accountable to the Board of Directors. Club employees must pursue grievances or job concerns in the manner outlined in this Handbook and not by discussing them with Club Officers, Directors or Members.

1.6 Organization and facilities:
OFFICE: responsible for telephone messages, reservations, providing information, handling mailings and facilitating contact between Members and Management.

ADMINISTRATION and ACCOUNTING OFFICE: responsible for the control of all chits and cheques in the Club. Funds are disbursed through Accounts Payable and the Payroll Department. This Department processes all financial transactions, formulates all administrative reports and assists with membership and account inquiries. The Accounting Department is also responsible for making sure merchandise is received by the appropriate Departments. Payroll and Personnel records are also maintained in the Accounting Department.

FOOD and BEVERAGE DEPARTMENT: responsible for the proper service of, and provision of quality products to, all Members and their guests. It is also responsible for relevant arrangements in connection with weddings, social events, private parties and meetings.
KITCHEN: responsible for the creation and preparation of all meals.
MAINTENANCE, LOCKER ROOM and HOUSEKEEPING: responsible for ensuring the facilities are in good order, kept neat and clean, and that machinery (i.e. air conditioner, heating, fire equipment), is kept in efficient working condition.

GOLF PRO SHOP: handled by our Head Golf Professional and his staff. Offers retail pro shop services to Members, guests and employees. The Pro Shop carries a full range of equipment, athletic wear, accessories, and fashion wear.

THE CURLING OFFICE: handled by our Curling Manager. This operation retails Curling equipment and clothes to our members and guests. It also organizes teams, draws and events. A special discount is available to all employees.

GOLF COURSE: the 18-hole Golf Course and practice facility are under the direction of our Property Superintendent.

1.7 Board of Directors and Committees of the Board
Under the Club’s By-Law, the Board of Directors is responsible for managing the affairs of the Club. This means that policies for the Club are made by the Board and that the overall management of the Club is overseen by the Board. Directors are elected by the Membership to serve for a specific term on the Board. Each year, the terms of one-third of the Directors expire, thus continuity of policy is maintained.

The Board elects a Chair, Vice-Chair(s), Treasurer and a Secretary.

The following are the Standing Committees of the Board:
   Executive Human Resources Committee
   Governance Committee
   Finance, Audit and Risk Committee
   Golf Course Committee
   Golf Activities Committee
   Membership Committee
   Facilities Committee
   Curling Committee

The Committees are not rule-making bodies, but they recommend policies to the Board and provide guidance on particular aspects of the Club’s business. At meetings of the Board of Directors, the Committee Chairpersons report to the Board.

The framework within which the day-to-day operation of the Club takes place is set out in the Club’s By-Law.
2.1 Employment Practices
The Club provides equal employment for everyone regardless of race, colour, national origin, religion, sex, sexual orientation, marital status, age, disability or any other legally protected characteristic. This is reflected in the Club’s practices and policies regarding hiring, training, promotion, transfers, rates of pay and all forms of compensation. All matters relating to employment are based upon the ability to perform the job, as well as dependability and performance once hired.

The Club strives to maintain a clean, safe working environment for its employees. A drug, smoking and alcohol-free workplace plays an important part in that effort. The use of illegal drugs or the consumption of alcohol by employees on the premises will not be tolerated.

The Club shall:
- Periodically evaluate the performance of its employees.
- Fairly compensate all employees for services rendered with the provisions of pay equity. Special emphasis on implementing the provision of equal pay for work of equal value.
- Maintain reasonable hours of work and safe working conditions.
- Place employees where possible in positions best suited to their abilities.
- Whenever possible, promote from within and help each individual to progress in the Club’s employment.
- Uniformly enforce all Club policies and working rules.

It is also the policy of the Club that Club Members, or the immediate family of the Club Members, are not eligible for employment. Experience has shown that this is the best policy for all concerned.

2.2 Code of Ethics
As a code of ethics, this Handbook provides a standard of conduct for the employees of the Club. All employees are expected to comply in substance and in spirit with its standards.

It is the express policy of the Club that, in the conduct of the affairs of the Club and in any other actions with which the name of the Club may be associated, each shall conform to good business and personal ethics, and shall avoid conflicts of interest. It is imperative that one shall not commit any act which shall bring dishonor to the Club or adversely reflect upon its outstanding reputation.

Therefore, actions reasonably considered “immoral” or “unethical” in the community where the Club is situated would violate the Club’s code of ethics. The best test to determine the propriety of a particular act is to ask oneself if this act were made known to the general public, (i.e., to the community where the Club is situated), would the individual still go ahead and perform the questioned activity? If one follows this test, in all of one’s activities, that individual should have no problem conforming to the Club’s standard of ethical conduct. Full compliance with the Club’s standard of ethical conduct is required.
2.3 Workplace Violence and Harassment
The Club is committed to developing and maintaining a safe and healthy work environment. In keeping with this goal, it is our policy to ensure that all staff, members and visitors are informed of their rights as well as information to keep them safe and give them their options. (See Appendix B – Workplace Violence and Harassment)

2.4 Harassment in the Workplace (Human Rights Code Legislation)
The Club is committed to a healthy, harassment-free work environment for all our employees. Under the guidelines of the Ontario Human Rights Code, harassment will not be tolerated in the workplace. To this end, the Club has developed a policy intended to prevent sexual or any other type of harassment of its employees and to deal quickly and effectively with any incident that might occur. Harassment will not be tolerated at the Club whether it is a co-worker, Member or guest. (See Appendix C – Harassment in the Workplace)

2.5 Management Rights
The management of the Club’s operations is overseen by the Board of Directors. The Board has delegated the day-to-day management of the Club to the Chief Executive Officer and General Manager. It is the exclusive function of Management on behalf of the Board of Directors to:

- make, alter and enforce from time to time reasonable rules and regulations, policies and practices to be observed by employees
- select, hire, transfer, assign to shifts, promote and/or demote, select employees for all positions.
- establish and administer tests for the purpose of assisting the Club in determining the employee's qualifications, and require medical examinations for just reasons.
- determine the location of operations, and their expansion or their curtailment; direct of work forces and/or the subcontracting of work, the schedules of operations, the number of shifts, job content, quality and quantity standards, the qualifications of an employee to perform any particular job; change or discontinue existing tools, equipment and machinery used and use of new or improved methods, machinery and equipment, change or discontinue existing tools, equipment, machinery, methods or processes; decide on the number of employees needed by the Club at any time, the number of hours to be worked, starting and quitting times; the determination of financial policies, including general accounting procedures and Club Member relations.
- maintain order and efficiency and, where required, discipline or discharge employees for just cause.

For the purposes of this Handbook, “Management” comprises the Chief Executive Officer and General Manager, his/her direct reports and all others employed by the Club who manage other staff or Club operations as part of their job duties.

2.6 Hiring and Promotion Procedures
Promotion is based on job knowledge, ability and commitment to the Club. If it is determined that a vacancy may be filled internally, a posting will be prepared and posted internally for five (5) working days and any interested employee who meets the position requirements may apply.
When an appropriate internal candidate is not identified, an external search may be conducted by the Club. An external search could occur after the internal posting deadline or simultaneously along with the internal posting.

The following points will be taken into consideration in determining whether an employee is qualified for a promotion:

- Your performance in your present job
- Your overall contribution to the Club
- Your attitude in your present job
- Your ability to do the work required by the new job
- Your established record of punctuality and attendance and
- Your team work and interpersonal skills

Whenever qualified and suitable employees apply for an available position, they are considered through a carefully planned interview process. Management reserves the right to interview outsiders while considering employees for these positions. This enables us to ensure that an existing employee possesses the skills and qualities necessary to succeed in the job, by comparing them with outsiders, and it affords the Club the opportunity to recruit individuals with new and fresh ideas. Management reserves the right to pre-determine or select an individual for promotion without an interview process.

### 2.7 Re-hiring of former employees policy

Any employee dismissed by the Club for any reason whatsoever will not be eligible for re-employment. Employees terminated due to no fault of their own (i.e. cost cutting) may be eligible.

### 2.8 Privacy

The Club respects the privacy of the employee and only collects personal information as required to hire and compensate Employee’s and to secure employee benefits, including health & dental, life insurance and disability insurance. No other information is disclosed to others without the employee’s knowledge and consent. Payroll records are kept in locked cabinets and the designated Privacy Officer is the Controller to whom any enquiries can be made. The Club has enacted a Confidentiality and Privacy Policy that outlines in greater detail the rights and responsibilities of the Club and employees on privacy matters. This policy can be found in Appendix H.

### 2.9 Probationary Period

All employees are initially hired on an introductory basis, or trial period, which shall not be less than, but may exceed, 90 days. This period gives us a chance to see how well you fit into the job in which you are working and it also gives us a chance to see how well you like your work. Upon satisfactory completion of the probationary period as determined solely by the Club, during which an employee’s performance will be evaluated, the employee will be re-classified as a regular employee. An employee may be terminated during his/her trial probationary period for reasons the Club deems sufficient.

### 2.10 Employment Records

Records of all employees are maintained by the Accounting Department. If changes occur in any of the following, please notify the Accounting Department so that our records may be kept current:

- Name and Address
- Telephone Number
• Designated person to notify in case of an emergency.
• Number of Dependents
• Marital Status Change
• Additions/deletions to your family and
• Additional Education and Technical Skills

This information is essential for the preparation of payroll, income tax, insurance coverage, proper records and identification and of great importance if the Accounting Department is to maintain complete and accurate record of all employees.
TERMS AND CONDITIONS OF EMPLOYMENT

3.1 Important Terms to Know

ANNIVERSARY DATE - starts the day you were employed at the Club and ends one year from that date.

ANNUAL REVIEW DATE - does not necessarily coincide with the employee's anniversary date. It changes with any review or promotional increase within the anniversary year.

CALENDAR YEAR - January 1st through December 31st.

FISCAL YEAR - November 1st through October 31st. This is the twelve-month period the Club uses for financial accounting purposes.

3.2 Professionalism

Each employee is to conduct himself/herself in a positive and productive manner. You are to carry out your duties according to the Club’s expectations. You are to respect and support your fellow workers and superiors, be responsible for your own actions and you are to encourage the well being of the Club overall. All of these job requirements are embodied in the meaning of the word “professionalism” for the purposes of this Handbook.

3.3 Disagreements with Members

From time to time, employees and Members will disagree over a variety of issues. Should this happen, try to remain polite and calm at all times. Any incident with Members or any complaints by Members should be directed to your Department Head or Supervisor immediately. (See Appendix D – Disagreements with Members)

3.4 Disagreements with Co-Workers

Disagreements involving employees must never be conducted in front of Members. Should you have a conflict of any kind with a co-worker, please attempt to resolve it as quickly and quietly as possible. Should this prove unsuccessful, ask your Supervisor or Department Head to serve as an intermediary. Never create a disturbance ‘on the floor’ that can be overheard or witnessed by Members and/or guests.

3.5 Insubordination

Follow the instructions given to you by your Supervisor. You may suggest another alternative if your Supervisor is receptive, but once a decision has been made do not question an instruction, unless for health or safety reasons or on moral/ethical grounds. First perform the duty as directed, and then bring any grievance to the attention of your Department Manager.

3.6 Staff Privileges (Use of Facilities)

Employees are not permitted to use the Club facilities except the Golf Course and Curling facilities as outlined below. It is important that employees remember that the Club is a Members’ club.
3.7 Golf Course Playing Privileges for St. George’s Staff
The Club has permitted staff members who play golf to utilize the golf course facilities. The use of the golf facilities is a privilege not a right, and may be revoked at any time if abused. Utilization of the golf course is under the jurisdiction of the Head Golf Professional. No guests are allowed. Members’ play always takes precedence.
(See Appendix E – Golf Course Playing Privileges for St. George’s Staff)

3.8 Curling Privileges
The Club will permit staff members who demonstrate an ability to perform the basics of delivering a rock and sweeping to participate in regularly scheduled activities of the curling program. All rules and regulations as specified in the Membership Roster must be strictly followed.

3.9 Golf Carts
Any use of the golf carts from the Golf Back Shop is prohibited. If the Clubhouse staff members are permitted to use a golf cart for a special function, it is to be under the authorization of the Head Golf Professional or the Chief Executive Officer and General Manager.

3.10 Personal Appearance
You are expected to be clean and neat at all times. Extreme clothing, hairstyles, body piercing, rings (other than earrings), and tattoos are out of place in a business organization. All employees should give particular attention to details of personal hygiene and grooming, especially in our industry where we are continually in the “public eye”.
(See Appendix F – Personal Appearance)

3.11 Rules for All Staff
JEANS
Jeans are not permitted in the Club at any time.
(See Appendix G – Standards of Dress)

YOUR SUPERVISOR OR DEPARTMENT HEAD
This person is the one with whom you should consult whenever you have a question about the Club, Club policies or your job. He or she is the person who will help you to do the best job that you can and give your assistance in improving yourself or preparing yourself for promotion.
You have the responsibility to your supervisor to let him/her know how you are getting along with your work. By talking things over when any problems arise, misunderstandings and confusion often can be avoided. Advise your Supervisor or Department Head if you are feeling stressed, overloaded or interested in developing more skills and assuming more responsibility.

ENTERING AND LEAVING THE PREMISES
All employees are expected to enter and leave the Clubhouse by the employee entrance, the Tower (wheel chair) door, unless your Supervisor or Department Head gives you permission to use another entrance. Employees are requested not to enter guest areas unless their job requires them to do so. Employees are to vacate the Club’s premises once clocked out or considered off duty.

CELEBRITY VISITS
Most golf seasons, we can look forward to a visit or two from well-known celebrities. Over the past few years, we have had our share of movie personalities, athletes and even royalty golfing at the Club. While it is a great test of employee professionalism, it is important that staff not approach these individuals for autographs or
photos. Typically, their intent in visiting the Club is to have some time away from the spotlight and it is important that we respect this. Thanks to everyone for their cooperation and assistance.

**STAFF LOUNGE**

1. No food whatsoever in the Locker areas. Beverages are permitted.
2. Only employees between shifts or taking breaks should use the Lounge.
3. Loitering or use of the Lounge by non-employees is prohibited.
4. Soiled uniforms should be deposited in the designated Linen bags in each locker area.
5. Employees are expected to keep the Lounge and Locker areas clean and neat at all times. Cups, glasses and dishes are to be taken to the Kitchen immediately after use.

**VISITORS**

Visitors of employees are not encouraged due to possible work distractions. Relatives or friends of employees are not permitted to enter Club buildings, unless prior authorization has been received from the Chief Executive Officer and General Manager, Supervisor or Department Head. If permission has been authorized, visitors must be properly attired and the visit must be kept to the shortest time period possible. If an employee is being picked up, the employee should use the employee's entrance, and the visitor should wait in the car. Parking at the main entrance is prohibited.

**CELLULAR PHONES**

We recognize the common use of cellular phones in today’s society and we appreciate the value of cell phones in emergency situations. In order, however, to maintain the character and atmosphere of the Club and as a courtesy to others, cell phones are not to be used in the Clubhouse. Use of cellular telephones is restricted to the parking lot and staff areas only. Members, guests and staff are requested to turn off and refrain from using cellular telephones in all areas (including the golf course) other than the areas mentioned above.

**SMOKING**

The Club is a smoke-free environment.

**WASHROOMS**

Employees in uniform should not use the Members' washrooms, but rather those provided for your exclusive use. Employee washrooms are located in the staff locker area, the basement by the Linen Storage, the office area by Accounting and in Curling. Although these facilities are cleaned on a daily basis, your efforts to maintain their conditions are expected. HANDS MUST BE WASHED AFTER EACH VISIT TO THE WASHROOM.

**PERSONAL TELEPHONE CALLS**

Personal telephone calls, incoming and outgoing, must be limited (except in emergencies). If a phone call occurs when a staff person is busy, a message is to be taken. Personal outgoing calls are limited to break periods and meal breaks in staff areas.

**EMAIL AND INTERNET USE**

The Club’s e-mail and Internet systems are provided for business use. Occasional personal use is permitted. However, the Club maintains the right to monitor email messages and internet use on a periodic basis, checking for breaching of system security, violations of law, or infringement of company rules or policies. Such monitoring may occur electronically or manually without the knowledge of the affected personnel.

Users shall not import from the Internet or export onto the Internet material which is pornographic, hate literature, or would bring into dispute, malign, or injure the reputation of another party. Nor shall they import or export any material which discriminates against any group based on race, colour, sex, age, creed or sexual orientation.
PERSONAL PROPERTY AND LOCKERS
The Club takes reasonable precautions to guard against theft of personal property, but the responsibility for your belongings is primarily yours. Therefore, do not leave money or valuables lying around. Lock your valuables in your locker. Please note that Management reserves the right to examine your locker, in your presence, if required.

PARCELS - PERSONAL
If at all possible, try to avoid bringing any packages with personal belongings to work. If it is unavoidable, lock your packages in your locker. No package, other than your personal laundry should be taken from Club premises and, are subject to inspection by anyone who Management designates. Management reserves the right to inspect bags, packages, etc. being removed from Club property. Do not have personal mail and/or parcels directed to the Club.

Because of the number of requests, we regret that we cannot allow you to take bones and scraps for pets, nor leftover flowers from parties.

All employees are notified that NO FOOD/BEVERAGE OR CLUB PROPERTY ITEM IS TO BE REMOVED FROM CLUB PROPERTY WITHOUT WRITTEN AUTHORIZATION BY THE CHIEF EXECUTIVE OFFICER and GENERAL MANAGER, SUPERVISOR or DEPARTMENT HEAD.

BULLETIN BOARDS/NOTICES
Bulletin boards are our way of passing information on to you. Please watch our bulletin boards carefully for important messages that affect you in your work here. You should make it a habit to glance at them every day and keep up to date on changes in Club programs and other matters of interest.

All notices which affect employees in any way will be posted on the bulletin boards (in the Staff Lounge and Kitchen area). No one may post information on bulletin boards without first obtaining approval from the Chief Executive Officer and General Manager

MAIL AND PHOTOCOPIER
Employees are not permitted to use the Club’s name, address or stationery for personal mail. Postage is for the use of Club business only. Personal use of the photocopier can be made available at a cost to be determined per copy via the Controller.

LOST AND FOUND
If items are found, turn them in to the Receptionist where a "Lost and Found" log is maintained or to your Supervisor if the Main Office is closed. If possible try to identify who left the article and put his or her name on it. Please direct all Members looking for lost articles to the Receptionist or Manager on duty. An employee who is found with articles wilfully kept for himself/herself (article not turned in) is subject to disciplinary action including termination of employment. Unclaimed items after six months will be given to a charitable organization.

THEFT
Employees found with Club property or equipment in their possession without authorization or reasonable explanation could be subject to immediate investigation leading up to termination of employment. In serious cases, the Club will also consider criminal prosecution in addition to termination.

TIPPING POLICY
The Club has a "no tipping" policy. No staff member shall accept a tip from a Member or a guest. This rule is to be strictly enforced and any breach will result in the discipline and/or dismissal of the employee involved.
SECURITY
The provision of a safe and secure Club for our members as well as a safe and secure work place for all employees is an important goal. In order to do our part, all staff should understand and adhere to the following:

• Your immediate Supervisor must be notified if a suspicious person is found on Club property.
• Your immediate Supervisor must be notified if a suspicious incident has or is occurring on Club property.
• Your immediate Supervisor must be made aware of any reporting, concerns, or suggestions made by a member relative to a security risk.

It must be understood that the Club at no time expects non-Management personnel to confront or attempt to diffuse what could be considered a possible security risk. The Club does, however, expect each employee to cooperate with Management to help reduce the risk to Club Members, property and personnel.

HOUSEKEEPING AND CONSERVATION
Orderliness in your work area reduces accidents, improves health conditions, reduces fire hazards, adds to the efficiency of your work and improves the quality of your service. It is everyone’s responsibility to help keep our club clean and neat looking.

ENERGY CONSERVATION
We encourage you to evaluate the Club’s energy needs, make suggestions as to ways to save energy, and take action when energy use can be reduced. Turning off lights in unused areas, not running water unnecessarily, turning ovens and stoves off when not in use, closing doors tightly and keeping thermostats at predetermined levels are all good ways to help reduce waste and it is expected that where applicable, employees will take all appropriate actions.

CARELESS OR DELIBERATE DESTRUCTION
Destruction of property or equipment either through carelessness or negligence will not be tolerated. Deliberate destruction of property or equipment is cause for immediate dismissal and offenders may be prosecuted under the law.

3.12 Staff Parking
Parking is permitted in designated staff parking areas only. All employees must park their vehicles in the main parking lot along the East edge by Islington Avenue.

3.13 Dispute Resolution
The door is always open for you to talk with your Supervisor, Department Head or Human Resources Coordinator. This policy helps us to avoid the possibility of small problems becoming major difficulties and encourages the interest and participation of our employees in the Club’s effort to provide high standards of quality to the Members we serve.

Please also refer to sections 3.3 and 3.4 of this Handbook dealing specifically with disputes with co-workers and Members, respectively.
(See Appendix I - Dispute Resolution and Appendix D – Disputes with Members)

3.14 Solicitations
Buying, selling, or solicitations on the premises are not allowed except with the specific written approval of the Chief Executive Officer and General Manager.
It is Club policy not to permit any solicitation whatsoever. Solicitations by employees during working time by or on the behalf of any individual or any other organization is prohibited. The distributions of any literature, pamphlets, or other materials in the Club is also prohibited. No sales representatives of any kind are permitted to sell to employees or Members on Club premises. Notify your Supervisor or Department Head should you become aware of anyone attempting to sell to employees or Members.

You may solicit other employees for charity, raffle tickets and the like on Club premises only if these activities occur outside your working hours and shifts and do not interfere with assigned duties. Employees may not solicit Club Members for the above activities.

3.15 Alcoholic Beverages and Illegal Drugs
The use or possession of illegal drugs or the consumption of alcohol on Club premises is strictly prohibited. Employees are not allowed to bring alcoholic beverages or illegal drugs on to the Club premises. Being under the influence of alcohol or illegal drugs while on duty may be just cause for immediate dismissal. For the purposes of this Handbook, any drug or medication prescribed by a licensed health care practitioner is not considered as an “illegal drug”.

Any employee found using alcohol or illegal drugs while on duty, or any employee bringing illegal drugs or alcohol on to the Club’s premises, may be subject to immediate dismissal. Also, any employee found serving another employee alcohol from the Club stock while on duty may be subject to immediate dismissal.

The drinking of alcoholic beverages is absolutely prohibited anywhere on the Club property. From time to time you may be asked by a Member to have a drink. Always refuse politely; informing the Member you are not permitted to do so.
HOURS OF WORK

4.1 Employment Status

FULL TIME EMPLOYEES: Employees who work at least 33 hours or more per week on an ongoing basis, and who have completed three months of service with the Club.

REGULAR PART TIME EMPLOYEES: Employees who work 32 hours or less per week on a regular basis.

PART TIME SEASONAL EMPLOYEES: Employees who work only when needed and/or during the summer/winter season.

It is important to note that only full time staff are eligible for the Club’s benefit package.

4.2 Number of hours Part-Time Employees may work

Management will attempt to give the long-service employees as many hours as possible, but there is no guaranteed number of hours per week of work for any employee. We must give everyone enough hours to make it feasible for them to continue working.

The number of hours you work (regardless of service) is very dependent on your attitude, effort and performance on the job, as well as operational needs. We want to provide the best possible service to our Members, and to accomplish this we will use the employees that Management (in its sole discretion) judges to be the most willing, responsive and co-operative.

4.3 Reporting for Work

There may be occasions when the Club will not require staff. When this happens, you will be notified that you are not required for a particular shift. If you are not notified and you report for work as scheduled, two things may happen:

   (i) If you are authorized to commence work, you will be assigned your normal daily hours at your basic hourly wage rate for temporary or departmental work as is available.
   (ii) If you are not authorized to commence work, you will receive three hours pay at your basic hourly wage rate and asked to return home.

4.4 Meal Breaks

Employees are permitted a meal break after every five hours worked.

Meals are provided to most Club employees during scheduled meal periods and at no cost to the employee. Meals are a taxable benefit and therefore income tax is deducted at a nominal cost per meal.

The Club is not required to furnish meals, but does so for the benefit of the employees.

All employees, full time, part time and seasonal, working in the Clubhouse are given a meal during each 8-hour shift.

Employees eating hours (usually determined by the Executive Chef, working in co-operation with Supervisors/Department Heads, and the day-to-day business) are:

LUNCH: 11:00 am to Noon and 2:00pm to 3:00 pm, DINNER: As per Executive Chef
Food will not be served to, and may not be consumed by, staff except during these periods (unless authorized by the Executive Chef or other Management staff). Staff meals are restricted to one meal per day with the exception of those few employees who work greater than an 8-hour day, or work a split shift, or those who have a special Management approval. Meals are not provided for employees on days off, during vacation time or leave of absence.

**Exceptions:**
Some employees and Department Heads may eat in the Club dining room (Member areas) at specifically designated times and places only.

Note: Administration Department: Staff meals should not be consumed at your desk during business hours (9:00 am to 5:00 pm) unless permission is given by the Department Head.

The Executive Chef shall have control over the selection of employee meals. No employee is allowed to help himself/herself to food, snacks, ice cream, etc. A written reprimand will be issued for violations of this policy. Meals must be obtained through the Chef in charge. Employees are not entitled to any desserts unless they are made available by the Chef. Snacking/eating or loitering in the kitchen is prohibited. Employees must eat meals in the specified area only.

**4.5 Attendance**
Your presence at work every day is essential to the successful operation of the Club. If you want to change your schedule as a result of an emergency or illness, obtain permission from your Department Head or Supervisor as soon as possible. Do not leave messages with anyone else. You should advise your Supervisor at least three (3) hours before the start of your shift.

In the case of sickness, you should notify the Club before 10:00 a.m. on each day of absence.

If you know you are going to be late, try to notify your Supervisor in advance with the reason for your lateness and when you expect to be in. If this is not feasible, report to your Supervisor immediately after your arrival and give an explanation. Should lateness be a repeating problem, your Supervisor will be held responsible by Management to justify this conduct and you may be subject to disciplinary action including termination of employment.

An employee with 12 or more non-consecutive unexcused absences in a twelve-month period will automatically be denied merit pay increases and may also be denied general increases. Increases denied due to attendance are for a minimum of six months. Non-consecutive absences are those of one day or more, which are separated by the employee's return to work.

Habitual absenteeism or tardiness without cause may be sufficient cause for dismissal.

**4.6 Punctuality**
The Club is required by law to keep an accurate record of hours worked by hourly employees. The Point of Sale (“POS”) system provides the best way to do this. Since (hourly paid) wages are computed directly from this record, it is important that employees observe the following:

Every employee is expected to follow his/her time schedule. Exceptions may be granted through your Department Head or the Chief Executive Officer and General Manager.
It is your duty to arrive in proper uniform at the POS terminal to punch in your time 5 minutes before your work shift commences and 5 minutes after it ends. Should you be late, the time counted will be the next quarter hour. If you "clock" in before your posted time, you will not be paid for this time unless authorized by your Department Head.

Employees also must "clock out" at their scheduled time (or as requested by their Supervisor) before changing into street clothes. All hourly employees are responsible for proper POS "clocking in" and "clocking out" on their own card or number. Failure to "clock in" or "out" may mean loss of pay. You are not permitted to have another employee record your time for you. Likewise, do not register another employee's time even if that employee specifically requests that you do so. To "clock in" or "out" other than your own time may be cause for dismissal. If there is a problem with the POS system for signing in or out, have your Supervisor make any necessary corrections. If you have not "clocked in" or "out" properly or forget to "clock out", you will be paid for 3 hours only, unless your Supervisor can vouch for your time. Approval for payment will be made by your Department Head for any subsequent occurrence. Always keep in mind that you are responsible for the accuracy of time reported on the POS system.

4.7 Absence from Work
If you are absent for one scheduled working day without contacting your Supervisor, you will receive a verbal warning. You will not receive such warning if you can present a legitimate reason why you were unable to do so. In the interest of fairness to all, should an individual ignore this procedure a second time, he/she will receive a letter of warning. On the third occasion, it will be necessary to take even stronger disciplinary actions which could include terminating the individual’s employment, or at least suspension without pay. If, by a third consecutive day of an absence we have neither heard from you nor received a medical certificate, we reserve the right to proceed on the basis without notice to you that you have voluntarily resigned and that you are aware a resignation means that you lose all rights and seniority as well as are deleted from payroll.

4.8 Bad Weather
It is very rare for the Club to close due to inclement weather. You are expected to be at work when scheduled. If the Club should close due to weather conditions, your Supervisor or someone will try to inform you. However, if in doubt, please call before leaving for work.

Employees not reporting to work at the Club due to weather conditions will not be paid for the lost time.
LEAVES OF ABSENCE (PAID AND UNPAID)

5.1 Bereavement Leave (applying only to full time employees)
This is granted in the event of the death of a member of a permanent and full time employee's immediate family (parent and/or step-parent, spouse, common-law partner, sibling, child or stepchild, grandparent, grandchild, brother-in-law, sister-in-law, mother-in-law or father-in-law). A paid compassionate leave of absence will only be granted to employees with greater than one (1) year of service. This is granted, with pay, for a maximum of three (3) working days for the purpose of attending the funeral of a member of the employee’s immediate family. It may be extended, without pay, according to the terms set forth below.
Bereavement leave will be calculated on the basis of the employee’s regular daily hours at straight time. If an employee is not scheduled for the time that the bereavement leave is for, then they do not receive the 3 days’ pay.

5.2 Leave of Absence without Pay
This may be granted by the Club depending upon the time of year, volume of business and other considerations, including the reason for the leave of absence. Your Supervisor will consider your work and attendance records, as well as the work load of the department, before recommending that the time be granted. Except where this represents an extension of compassionate leave, it must be requested in writing, setting forth the reason for the leave and the requested length, eight to twelve weeks before the leave is to begin. The Club will reply within three working days of receiving this request.

Should it become necessary that you are absent from work for any emergency or other good reason and you have used your vacation time, the Club may grant you an emergency leave of absence. That is, you may leave your job for up to 6 weeks. Although your wages stop during your absence, you may return to your old job or another, if available, without losing seniority.

5.3 Maternity and/or Parental Leave
Maternity and/or parental leave will be granted in accordance with applicable employment standards legislation. Sufficient advance written notice of anticipated departure and return dates is expected. Employees covered under our benefits plan will continue to be covered during this absence.

5.4 Jury Duty
If any permanent full-time employee who has completed his or her probationary period of ninety (90) or more days is called or subpoenaed for jury service, he or she will receive for each day of absence the difference between pay lost, computed at the employee’s regular straight time hourly rate, and the amount of jury fee received, for up to two weeks (10 working days) provided that the employee furnishes the Club with a certificate of service signed by the Clerk of the court. For employees who have not completed their probationary period, leave will be extended without pay.

5.5 Time Off for Election Voting
In the event of federal, provincial or municipal elections, time off of for voting will be granted according to the applicable legal requirement.
COMPENSATION AND BENEFITS

6.1 Compensation Policies
The Club has established the following employment classifications:
- Managerial and Professional
- Supervisory
- Full Time Employee
- Regular Part Time Employee and
- Part Time Seasonal Employee.

6.2 Summary of Group Benefit Plan – Full Time Employees
The Club participates in the statutory benefit programs established by the Federal and Provincial governments. These are as follows:
- Canada Pension Plan
- Ontario Employer Health Insurance Plan
- Employment Insurance Program
- Workplace Safety and Insurance Board

Employees are eligible to participate in the Club’s Employee Benefit Plan on the first day of the month following 3 full calendar months of continuous full-time employment.

The Employee Benefit Plan is summarized below:

<table>
<thead>
<tr>
<th>Insurance Plan</th>
<th>Employee</th>
<th>Spouse Eligible</th>
<th>Dependent(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Insurance</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accidental Death &amp; Dismemberment</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Extended Health Care</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Drug Plan</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Dental Plan</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

The above information is a brief summary of the benefits. A booklet describing the full benefits program will be made available to all participants as you become eligible.

More descriptive copies of the plan claim forms, procedure guides and enrolment forms are available from the Payroll Department upon request. If any questions remain unanswered, the employee is urged to contact the Payroll Department.

*Eligibility is limited in some cases. The entire cost of the plan is borne by the Club.
6.3 Employee Pension Plan - Group Retirement Program
The Club has a Group Retirement Savings Plan. Individual RRSP accounts are established for each plan member and at retirement, the value of your account is used as a retirement income.

The eligibility requirements for the Group Retirement Program are full-time employment and the completion of two (2) years of service and age 65 years or less. Full-time employment means a minimum of 33 hours worked per week.

The employee may contribute 1% to 6% of gross wages. The Club will contribute a minimum of 2% of your wages on your behalf, and will also make additional contributions based on your years of service according to the table as outlined in the 'Group Retirement' Information Booklet that you will receive after the qualification time period of 2 years. There are several investment options outlined in the booklet. The contributions will be made by payroll deduction and the Club will remit these contributions to the benefits carrier on your behalf.

6.4 Additional Club Benefits

Educational Courses
If the Club requests a member of staff (usually Management/Supervisory) to attend an educational course, the Club will pay 100% of the cost of the course providing the member of staff successfully completes the course. The course material provided will remain the property of the Club.

If a member of staff who has completed twelve (12) months of service wishes to attend a course that is recognized as Club related and will improve their efficiency at work, then the following is necessary:
- a written application be made requesting approval of the course
- amounts of money involved
- reasons for wanting to pursue the course.

If the above course is approved by the Department Head, the Club will reimburse the employee the amount of 50% to 75% of the cost of the course subject to successful completion of the course. No more than two (2) courses may be approved at any one time.

Long Term Employee Recognition
The Club recognizes employees who have been with the Club on their 5th, 10th, 15th, 20th, 25th & 30th anniversaries.

Internal Employee Programs
Employees of the Club are invited to participate in a variety of programs from staff parties to suggestion schemes, recognition programs and annual service awards.

Training
The Club provides a variety of training opportunities for all employees ranging from service skills to technical areas (Please see your Supervisor for more details).

6.5 Vacation
An employee is entitled to a two (2) week paid vacation after 12 consecutive months of employment. The vacation must be taken no later than 10 months after the end of the qualifying twelve (12) month period. The amount of vacation pay must be at least 4% of the employee’s total wages for the previous twelve (12) months (the year the vacation is earned). Annual vacation(s) must be approved in advance in writing by your Department Head. Vacation pay will only be paid when you are taking your holidays.
Vacation Allotment (Based on years of continuous service):

- All employees who have acquired one (1) year but less than five (5) years of continuous service with the Club shall receive two (2) weeks’ vacation with pay equal to 4% of wages earned.
- All employees who have acquired five (5) years but less than ten (10) years of continuous service with the Club shall receive three (3) weeks’ vacation with pay equal to 6% wages earned.
- All employees who have acquired ten (10) years of continuous service with the Club shall receive four (4) weeks’ vacation with pay equal to 8% of wages earned.

NO EMPLOYEE MAY ELECT TO RECEIVE PAY IN LIEU OF VACATION.

An employee who ceases employment before the completion of a year of service is entitled to an amount equal to 4% of his or her total earnings.

Please note the following procedures regarding vacation pay and the timing of your vacation:

- Vacation time can be taken as soon as it is earned and must be taken no later than 10 months after the year the employee earns it. For example, if the vacation year runs from January to December, you must complete all vacation by October the following year.
- No employee in the Food and Beverage Department is off on New Year’s Eve, even if it falls on your day off or on a Sunday.
- Seasonal employees are not eligible for vacation. They will be entitled to receive vacation pay of 4% of wages earned.
- An employee cannot waive his rights under these laws. In other words, an employee cannot request his or her employer to pay him or her vacation time instead of actually taking the time off. Further, it is the employer’s responsibility to ensure that each employee takes his or her vacation time when due (even at the point of advising the employee of when they are required to take vacation).

6.6 Public Holidays

The Club observes the following public holidays:

- New Year’s Day
- Family Day
- Good Friday
- Victoria Day
- Canada Day
- Simcoe Day
- Labour Day
- Thanksgiving Day
- Christmas Day
- December 26th (Boxing Day)

Employees who work on any of the above-named public holidays shall be paid at the rate of time and one-half (1½) their regular hourly rate for hours in addition to receiving their holiday pay.

Employees who qualify to receive holiday pay shall receive pay equal to their regular wages.

6.7 Religious Observances

The Club will make reasonable efforts to accommodate employees whose religious practices prohibit them from working on certain days.
If you require time off for religious observances, please notify your Supervisor as soon as possible. This leave will be without pay unless you use your vacation entitlement for this purpose or your leave coincides with a statutory holiday.

6.8 Sick Pay Policy
The Club’s Sick Pay Policy is intended to prevent permanent full time employees from financial hardship if they become ill for a period of time that is greater than two (2) consecutive days. The policy applies to permanent full time staff who have been employed for at least one year.

Salaried employees will be subject to a maximum level of sick pay per policy year. Employment insurance will commence after two weeks

Details:
- No coverage will be provided during the first two days of each illness.
- Sick pay will commence on the third day of an illness and be paid for a maximum of 8 working days (i.e. 2 weeks).
- The Club, at all times, maintains the right to request a Doctor’s certificate to verify any illness.
- The amount to be paid per sick day will be equal to the average number of hours worked in a typical work day to a maximum of 8 hours.
- Where hours worked per day are varied, the daily average for the prior month will be calculated and applied to a maximum of 8 hours.
- A Policy year will cover the period from January 1st to December 31st, inclusive.
- Unused time within a Policy year may not be carried forward into the new Policy year. However, should a qualified employee become ill near the conclusion of a given Policy year (e.g. December 30th) and remain ill into the new Policy year, (e.g. January 5th) the time away will be considered part of the prior Policy year. In such a circumstance, benefits for that illness will be limited to an 8 working day maximum. If, by this time of the year, the employee has less than 8 working sick days remaining available to him/her, the employee may use sick days from the New Year to extend to the 8 working days maximum for that illness. Should the employee become ill again later that year, they will not be paid for the first two days of that illness. If the illness continues beyond 2 days, payment would be restricted to their remaining sick days for that Policy year.

6.9 Salary Review Policy
Salaried and hourly employees will be reviewed for the next salary or wage increase at the allocated annual wage review, or upon recommendation of their Supervisor. An employee may be granted an increase because of added responsibilities or promotion. The Chief Executive Officer and General Manager, in consultation with the Department Head, will approve the time and amount of such increase.

6.10 Schedules
A schedule of working hours will be arranged by your Supervisor. This schedule will tell you when you are expected to work each day and which day(s) you have off. Work schedules should be available a minimum of three days before the start of the next pay period. Recognizing that this is a service business, this may not always be possible and late changes and overtime requests may be made.

6.11 Pay Period
The established work week is a regularly re-occurring period of seven consecutive days beginning on a Sunday and ending on a Saturday. The Club’s pay period covers two consecutive work weeks. You will be paid for this period on the following Thursday. Pay is automatically deposited to your bank account every second Thursday.
6.12 Pay Stub
The stub you receive shows the exact amount of money earned and the applicable deductions. If there is any problem or question about your pay cheque, please do not hesitate to see your Department Head who will then contact Accounting. Shortages and overpayments on your cheque should be called to the attention of your Supervisor at once.

Special employee announcements and policy changes will be inserted within your pay cheque envelope. The final pay cheque for a dismissed or voluntarily resigning employee will be made available on his or her next regular payday.

6.13 Advances
It is Club policy not to make any salary advances or loans.

6.14 Overtime
Overtime will be paid at the rate of time plus one half for every hour worked over 44 hours per week for hourly employees, provided that this work is requested by your Supervisor. Any overtime requires authorization by the Department Head.

6.15 Wages
Compensation is governed by the Club's policy to pay salaries and wages equal to or better than the average wages paid for similar and/or comparable work descriptions at other golf and country clubs in Metropolitan Toronto Area. A Wage Scale for the various classifications has been established. Each classification has a high-medium-low level based upon qualifications, skill and seniority. Wages are reviewed once a year which is at present, the beginning of the Club's fiscal year. A performance appraisal is usually conducted at another time in the year and not in conjunction with annual wage reviews.

6.16 Work on Holidays, Saturdays and Sundays
The Club operates 7 days a week and expects employees to work on some Saturdays, Sundays and on holidays. Your presence at work when scheduled is very important to the successful operation of the Club.
HEALTH & SAFETY (& EMERGENCY PROCEDURES)

The Board of Directors and Management of the Club are vitally interested in the health and safety of employees. Protection of employees from injury or occupational disease is a major continuing objective and the Club will make every effort to provide a safe, healthy work environment. All Supervisors and staff must be dedicated to the prevention of injuries.

Each employee must protect his or her own health and safety by working in compliance with the law and with common sense and safe work practices established by the Club. Disciplinary action up to and including termination will be taken against persons not adhering to this policy and established safety procedures.

It is in the best interest of all staff to consider health and safety in every activity.

7.1 Health and Safety Program
The Club recognizes that an effective health and safety program relies completely on the day-to-day efforts and actions of employees, Supervisors, and Management. To make decisions, take action, and engage in work activities which enhance health and safety in the workplace, it is necessary for staff to have sound knowledge in a variety of areas, including health and safety legislation, workplace hazards, communications and problem solving skills. (See Appendix J - Health and Safety Program)

7.2 Joint Health and Safety Committee (JHSC)
The Joint Health and Safety Committee is designed to protect the health and safety of employees, foster/enhance the safety of the workplace, and make recommendations to Management in regard to health and safety issues. (See Appendix K - Joint Health and Safety Committee (JHSC)

7.3 Communication on Matters Relating to Health and Safety
To maintain a healthy and safe workplace, it is important that all staff understand the importance of open communication on health and safety matters, and that not only is this accepted, it is expected. Moreover, by law, all staff are obliged to advise Management of any potential hazards, unsafe conditions or equipment that might endanger the health and safety of themselves or other employees.

To facilitate open communication, all staff must note the following:

- Any employee identifying or concerned about any potential hazard, unsafe condition or equipment must bring this immediately to the attention of his or her Supervisor by filling out a Hazard Reporting Form. The form is available from Supervisors and/or the receptionist.
- Supervisory staff may bring any hazardous issue to the attention of Management where the Supervisor is unable to take action to address the employee’s concern.
- Management will take every reasonable action to resolve the concern, and will as practicable obtain any assistance necessary to resolve the concern.

Additionally, formal opportunities will be provided for discussing health and safety in the following forums:

- Joint Health and Safety Committee meetings
- Individual meetings between staff and their Supervisors
- Department meetings and
- Management meetings.
The Club has several forms and reports that are made available to the staff to report hazardous conditions, accidents and incidents, and injuries. All of these reports are available from Supervisors and the Receptionist.

7.4 Employee Emergency Procedures
There are five major accident/incident types and all must be reported:
• Incident - no damage or injury
• First Aid - employee can continue work after treatment
• Health care - employee goes to a doctor, but no time off
• Lost time - medical attention and time off; and
• Property Damage - damage to property only.
(See Emergency Response Plan for further information)

7.5 Media Crisis Plan
No employee, except the Chief Executive Officer and General Manager, is to make any statement regarding the Club to the media (i.e. press or radio or television).

ALL INQUIRES ARE TO BE DIRECTED TO THE CHIEF EXECUTIVE OFFICER and GENERAL MANAGER. The Chief Executive Officer is the designated spokesman to whom all reporters’ calls should be referred. The alternative person who can be contacted only if the designated representative is unavailable would be the Chair of the Board of Directors.

7.6 Accessible Customer Service
The Club has practices and procedures to help identify and remove barriers that impede a person’s ability to access our services. All services provided by the Club and its employees shall adhere to the principles of dignity, independence, integration and equal opportunity.

(See Accessible Customer Service Policy for further information)
PERFORMANCE AND EMPLOYEE TERMINATION

8.1 Performance Appraisal
Performance appraisals, based on established, mutually agreed upon job goals and objectives are the Club’s way of ensuring a fair and objective appraisal of an employee's performance and of his/her own sense of progress and job satisfaction. It is our policy to schedule performance appraisals annually.

8.2 Resignation
Resignation consists of a voluntary termination initiated by the employee. If you should at some point decide to terminate your employment with the Club, please give us the courtesy of as much advance notice as possible. Normally, at least two weeks of advance notice is expected, depending upon you position. Please notify your Supervisor so that he/she they may discuss your plans with you. This act of courtesy will be entered on your employment record and will be reflected in future references.

On or before your last working day, you must return to your Department Head any uniforms, keys, name badge or other Club property you may have been issued, and any tools and equipment that are the property of the Club.

Final payment of wages and other compensation due will be made on the following regular payday.

8.3 Layoffs
This category of employment termination involves layoffs initiated by the Club for reasons beyond the control of the employee. The Club will take every reasonable step to avoid layoffs. However, should they occur, the laid-off employees would be "on call" and first hired when conditions improve. In the event a cutback becomes necessary, Management will first determine which jobs have become ineffective and will notify the affected employees in writing. The Club will lay off workers for any period of time when there is not work available. Layoffs will be made on the basis of seniority, provided workers with seniority are qualified to do available work or can be trained to do the necessary work within a reasonable time and have satisfactory performance records. If a lay off exceeds one year, the employee must be considered as terminated.

8.4 Retirement
There is no mandatory age for retirement at the Club.

8.5 Disciplinary Action Procedure
Good common sense and judgment on your part will make disciplinary action unnecessary. However, an employee violating the Club's rules and policies will be subject to disciplinary action which consists of three progressive steps:

- Reprimand, then
- Suspension, then
- Termination.

Each step will be documented and placed in the employee's file.

Depending on the seriousness and frequency of the violation, Management may select termination over the first and second step if this is, in Management's judgment, in the best interest of the Club.

8.6 Termination of Employment
The Club may dismiss an employee, sometimes for “just” cause and other times, for “no cause” (no fault of the employee). “No cause” reasons may include position elimination due to restructuring or substantial changes made to the job due to operational needs but which now make the incumbent not suitable.
On termination of employment for any reason, you are required to return forthwith all property of the Club in your possession or control. On or before your last working day, you must return to your Department Head any uniforms, keys, name badge or other Club property you may have been issued, and any tools and equipment that are the property of the Club.

Please be advised that the property of the Club is for the sole use of its employees, members and guests. In the event of an ex-employee requiring access to the property for any reason, prior consent from the Chief Executive Officer and General Manager is required. (See Appendix L - Termination of Employment)
Appendix A – Organization Chart
Appendix B - Workplace Violence and Harassment

The Club is committed to a healthy violence and harassment-free work environment for all our employees. To this extent St. George's has developed a policy intended to prevent sexual harassment involving its employees and to deal quickly and effectively with any incident that might occur.

For the purpose of this policy, “violence” is defined as:

- The exercise of physical force by a person against a worker in a workplace that causes or could cause physical injury to a worker
- An attempt to exercise physical force against a worker in a workplace that could cause physical injury to a worker
- A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a workplace that could cause physical injury to the worker.

The Club’s Workplace Violence and Harassment policy addresses workplace violence related to harassment or intimidation (e.g., behaviours that demean, embarrass, or humiliate and are known or would be expected to be unwelcome) which is the third bullet point above.

Appendix C - Harassment in the Work Place (Human Rights Code Legislation)

For the purposes of this policy "harassment" is defined to mean a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome. Every person has the right to be free from harassment in the workplace on the basis of a prohibited ground of discrimination. The prohibited grounds of discrimination are: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, or handicap.

Sexual harassment is specifically prohibited under the Human Rights Code of Ontario, and the Canada Labour Code. The legislation only goes so far in defining sexual harassment. There is no simple or universally accepted definition of sexual harassment; in a general sense, it is any objectionable emphasis on the sex of an individual.

Sexual harassment in the workplace generally falls under two broad categories.

The first is the "quid pro quo" type, wherein a person in authority makes promises of promotion or favourable treatment (or conversely, retribution or punishment for failure to acquiesce) in exchange for the granting of sexual favours.

The second, and far more pervasive type, consists of a variety of acts and behaviours that are persistent and vexatious to the recipient.

More specifically, any sexually oriented conduct -- verbal, physical or by innuendo -- constitutes sexual harassment when:

- submission to such conduct becomes either explicitly or implicitly a term or condition of employment;
- submission to or rejection of such conduct is used as a basis for employment decisions;
- such conduct has the purpose or effect of interfering with work performance; or
- such conduct creates an intimidating, hostile or offensive working environment.

Sexual harassment can include, but is not limited to:

- unwanted touching, patting, rubbing, hugging, kissing or pinching;
- displaying of sexually offensive material;
• repeated offensive sexual flirtations, advances or propositions;
• inquiries or comments about an individual's sex life;
• sexually degrading words used to describe an individual;
• offensive comments or teasing about the un-attractiveness of an individual;
• derogatory or degrading remarks directed towards members of one sex or sexual preference group (typically women or homosexuals);
• leering;
• demands for sexual favours;
• verbal threats or abuse;
• sexist jokes or comments causing embarrassment; or
• making sexually suggestive gestures.

This behaviour need not be intentional in order to be considered sexual harassment. It is offensive and in many cases it intimidates others. It will not be tolerated at the Club.

PROCEDURE:

A. If you are being harassed or are the victim of workplace violence or witness either in the workplace:
• tell the individual perpetuating such behaviour that his/her behaviour is not welcome and offensive, and ask him/her to stop and in violation of the Club’s Workplace Violence and Harassment Policy.
• Keep a record if possible of the incidents, noting dates, times, locations, possible witnesses, etc. You do not need a record to file a complaint but it does help strengthen your case.
• File a complaint in writing with one of the following:
  o Department Supervisor;
  o Department Manager
  o Chief Executive Officer and General Manager.

B. Dealing with a Complaint
• An effort will be made to ensure that the investigation will begin immediately, and that the complaint and investigation will be reasonably contained (limited number of individuals involved) and if possible, be kept confidential.
• Both parties will be interviewed along with any individuals who may be able to provide information. An effort will be made to ensure that the information collected remains contained and held as confidentially as possible.
• If the investigation reveals evidence to support the complaint of harassment the perpetrator will be dealt with appropriately. No documentation will be filed in the complainant’s file where the complaint is filed in good faith whether the complaint is held up or not.
• If the investigation fails to find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged perpetrator.
• Regardless of the outcome of the harassment complaint, the employee lodging the complaint or any other individual providing information will be protected from retribution by either co-workers or superiors.
• At any time, an employee that is the victim of workplace violence or harassment has the right to exercise other legal options such as pursuing a complaint with the Ontario Human Rights Tribunal.

Appendix D - Disagreements with Members

No employee shall ever argue with a Member. In some instances, such conflicts are due to policies, which have been set by a Department Head or the Chief Executive Officer and General Manager. In such instances, you
may direct the Member to the appropriate individual(s) including the Manager on Duty. It is also appropriate to ask the Member to identify himself/her-self so that you can forward his/her complaint to the appropriate authority. Should a Member become rude or abusive, politely advise him or her of this policy and try to find your Department Head. Never argue back, but rather prepare a written report of the incident for Management to follow up, on your behalf. If you feel emotionally drained after this experience, request a 15 minute ‘mental’ break before resuming your work.

No employee shall ever make an accusation directly to a Member or within earshot. Any comments which may embarrass or defame the character of any Member, are strictly forbidden.

**Appendix E - Golf Course Playing Privileges For St. George’s Staff**

Note: Any employee who wishes to play golf must have good knowledge of the game and rules for golf and adhere to all rules and regulations in the Member’s Roster. Beginners to the game will be discouraged from golfing at the Club.

- The use of the golf facilities is a special privilege, not a right resulting from employment with the Club and may be revoked at any time, if abused or not deserved.
- Member’s play takes precedence at all times.
- The utilization of the golf course lies under the jurisdiction of the Head Golf Professional. The time of play is restricted to Limited Play hours. Prime Time play is not permitted. Staff should give way to Member groups when, in their judgment, it is appropriate to do so.
- Staff is not permitted to use electric golf carts.
- Employees are NOT permitted to bring guests.
- Staff has the privilege to purchase equipment at a discount that will be determined by the Golf Shop.
- In peak golf season (mid-May to mid-September) range carts are not to be used by staff, as there are only a limited number of range carts.
- The practice range is busy most of the time during peak season; therefore its usage by staff will be monitored and may be restricted by the Head Golf Professional (i.e. only utilized very early in the mornings).
- Proper attire must be worn (no jeans, cut-offs, uniforms, etc.). The same dress code that applies to Member use of the course will also apply to staff.
- Proper golf etiquette is expected from every player.
- Each player is to have his own clubs.

It should be understood that the Club is a private and prestigious Club whereby the Members do not wish to see staff over-utilizing a privilege that they (the Members) have made a substantial financial investment to have. (The employees are here to do a job and have the added benefits of having the privilege to discreetly utilize some of the facilities – therefore, guidelines are necessary to enable personnel to know the expectations of the Club).

**Appendix F – Personal Appearance**

You are expected to be clean and neat at all times. Extreme clothing, hairstyles, body piercing, rings (other than earrings), tattoos etc. are out of place in a business organization. All employees should give particular attention to details of personal hygiene and grooming, especially in our industry where we are continually in the “public eye”. Keep your hands and fingernails clean at all times. Wash your hands when necessary, especially after using the rest room or smoking. (THIS IS A JOB REQUIREMENT)
Good grooming goes a long way toward creating a pleasant image. It is important to the Club that all its employees present a good appearance for positive impressions by Members and their guests.

Your appearance is a Member’s first impression of you. A well-groomed employee immediately makes a good impression, both for the Club, and for him/herself.

Please do not overdo makeup and jewellery or perfumes. No jangling bracelets or dangling earrings. Fingernails must be kept clean and clipped. Nail polish may be worn but must be either natural pearl or a light shade of pink. Men should always be clean-shaven. Moustaches and/or beard must be well trimmed. Hair should be neatly trimmed. Extreme hairstyles are not permitted. Women with long hair should wear it up or tied back so that there is no need to keep brushing it from your face. Keep nothing in your pockets except guest chits and pencils. Pocket books, wallets or any other valuables you have can be held in a safe place in your locked locker.

The very nature of our business requires that you pay particular attention to your hygiene. Guard against perspiration odours. Give careful attention to your teeth, unpleasant breath is not welcome.

Appendix G – Standards of Dress (excerpt from Member Code of Conduct)

Standards of Dress
The Club is a traditional golf club with a world-ranked golf course. Its dress code is conservative in nature and is set to reflect the stature of the Club and its traditional style. All members should be aware of our standards of dress and should inform their guests of these standards.

General Stipulations

Logos: Commercial logos, slogans, numbers, names or illustrations on apparel that are not golf related are considered unacceptable attire. Clothing with the Club logo or name, or clothing with the logo or name of any other golf club, is permissible. Designer clothing logos or names are also permitted, as are logos or names of golf equipment manufacturers.

Denim: Any clothing (pants, shirts, hats, shorts, jackets, skirts and dresses etc. made of any colour of denim or made of material that is designed to look like denim, is unacceptable attire at the Club.

Gentlemen’s Dress Standards

Our Men’s Dress Code also applies to Junior and Pre-Juniorboys.

Hats: Caps or visors may not be worn backwards. Hats are to be removed when in the clubhouse but may be worn on the Upper Verandah.

Shirts: Collared golf shirts, turtleneck, mock turtleneck with a minimum collar of 1.5 inches, are acceptable. Crew neck shirts and T-shirts are not permitted, nor are sweatshirts with hoods. All shirts must be tucked in at all times, even those that some might judge as having been designed to be worn un-tucked.

Pants: In addition to denim pants: rugby pants, sweat pants, jogging pants, pants with draw strings and pants with external pockets (cargo pants) are not acceptable attire. Pants must be worn at waist height. Wearing pants noticeably below waist height is not permissible. As well any pant, with or without a cuff, must be cut to rest on the shoe or slightly above. Pants cut noticeably above the shoe are not permissible.

Shorts: The appropriate length for shorts is three inches or less above the knee, or slightly below the knee. In addition to denim shorts: tight fitting cycling shorts, shorts with draw strings, athletic shorts and shorts with external pockets (cargo shorts) are not permitted.
Socks: Full length socks to just below the knee without stripes and ped socks (sockettes - socks at ankle bone length or lower) are permissible. Mid-calf length socks may only be worn with pants and not with shorts. Above ankle socks may not be rolled down to ped sock length.

Shoes: Only soft spike shoes may be worn on the golf course. Golf sandals are not permitted, nor are metal-spiked golf shoes of any kind. Men may wear open-toed footwear other than rubber thongs (flip-flops) in the Royal York Room, the Oak Room and on the Upper Verandah. Open-toed footwear may not be worn in any other Clubhouse Dining areas (The Stanley Thompson Room, St. George’s Room, Founders’ Room, and Board Room).

**Ladies’ Dress Standards**

Our Ladies’ dress code also applies to Junior and Pre-Junior girls.

**Hats:** Caps or visors may be worn in the Royal York Room and on the Upper Verandah, but must be removed in other Clubhouse Dining areas (The Stanley Thompson Room, St. George’s Room, Founders’ Room, Board Room). Fashion hats may be worn throughout the clubhouse.

**Tops:** Sleeveless tops are permitted provided they have a collar and conversely, any top worn without a collar must have sleeves. (Clubhouse attire is an exception to this rule). Tops must be worn tucked in, unless designed to be worn otherwise. T-shirts, halter-tops, tube tops, crop tops and tank tops are not permitted, nor are sweatshirts with hoods.

**Pants:** In addition to denim pants: rugby pants, sweat pants, jogging pants, stirrup pants, low-rise pants, tights, pants with draw strings and pants with external pockets (cargo pants) are not permitted. Capri pants are permissible attire.

**Shorts & Skirts:** Short skirts and shorts are not permitted. The appropriate length for any skirt or shorts is five inches or less above the knee or slightly below the knee. In the Clubhouse any length of skirt below the knee is also acceptable. In addition to denim shorts: spandex shorts, athletic shorts, tight fitting cycling shorts and shorts with external pockets (cargo shorts) are not permissible attire.

**Socks:** Full length socks to just below the knee and ped socks (sockettes - socks at ankle bone length or lower) are permissible when worn with shorts or skirts.

**Shoes:** Only soft spike shoes may be worn on the golf course. Golf sandals are not permitted, nor are metal-spiked shoes of any kind.

**Appendix H – Confidentiality**

**CONFIDENTIALITY**

The Club is committed to maintaining the confidentiality of information that has been provided to us by our Members, customers and other individuals (any of whom are individually referred to in this Policy as “you” or “your”, as the case may be). This Privacy Policy has been prepared to confirm such commitment and to assist you in understanding the type of Personal Information that we may collect from you and from others, how we may use that Personal Information, to whom we may disclose it, and how we safeguard that Personal Information and your privacy. We are committed to collecting, using and disclosing Personal Information in a responsible manner, and only to the extent necessary for the services we provide.

This Privacy Policy has been developed to comply with the Personal Information Protection and Electronic Documents Act (PIPEDA). This means, as detailed in this Policy, that the Club is required to obtain an individual’s consent when it collects, uses or discloses the individual’s Personal Information. The individual has
a right to access Personal Information held by the Club and to challenge its accuracy, if need be. Personal Information can only be used for the purposes for which it was collected. If the Club is going to use it for another purpose, consent must be obtained again. Individuals should also be assured that their Personal Information will be protected by specific safeguards, including measures such as locked cabinets, computer passwords or encryption.

For the purposes of this Policy, “Personal Information” includes and factual or subjective information, recorded or not, about an identifiable individual. Personal Information would include such things as an individual’s home address and telephone number, e-mail address, age, gender, race, height and weight, information about the individual’s health, political views, income and activities. “Personal Information” does not include certain business information, specifically, a person’s title at work, business address and business telephone number.

**COLLECTION, USE AND DISCLOSURE OF PERSONAL INFORMATION**

If the Club wishes to collect Personal Information from you, we will inform you before gathering the information, and will explain to you how we intend to use the information. The Personal Information that we typically collect from our members includes contact information (name, home address, home telephone number and e-mail address) as well as a member’s birthdate and the name of a member’s spouse and children. A Member’s contact information may be used in order to reach them to discuss the status of their membership with the Club, and is published, along with a Member’s class of membership, and golf rez access code in the Club’s membership directory so that other members of the Club may reach you to schedule a round of golf. Such information is also disclosed to other members on our website for the same purpose.

In certain circumstances, PIPEDA provides that we may disclose your Personal Information without your consent. Such circumstances include: where required by law or by order of a court or tribunal; where the information is used for the purpose of collecting a debt owed to the Club; where the Personal Information is requested by a government institution to enforce any law; and, in the case of an emergency that threatens the life, health or security of an individual. In such circumstances, we will not disclose more information than is reasonably necessary.

We will not sell, trade or exchange any Personal Information that we collect.

**SECURITY OF YOUR INFORMATION**

The Club takes all reasonable precautions to safeguard your Personal Information, whether the information is kept electronically or otherwise. This involves ensuring that the only individuals who view your Personal Information are those who reasonably have the need to do so, and that where necessary and appropriate,
sensitive Personal Information may be locked in filing cabinets or in offices. All of our staff are trained to collect, use and disclose Personal Information only as necessary to serve our members’ or customers’ needs and in accordance with this Privacy Policy. Electronically, all of our computers and our computer network may only be accessed with passwords which are updated regularly.

The Club may use other agents, contractors or companies to perform services on its behalf (eg., credit card companies, its accountants, OGIN) and such parties may have limited access to certain Personal Information that we have collected.

ACCESSING YOUR PERSONAL INFORMATION

With limited exceptions as set forth in PIPEDA, you are always entitled to access the Personal Information that we have collected from you. We reserve our right to charge you a nominal fee to provide you with such access. If we cannot provide you with access to your Personal Information, we will advise you within 30 days that we are unable to do so, and will tell you, if possible, why we cannot provide you with such access.

If you believe that any factual information contained in your Personal Information is incorrect, please advise us so that we can update our records. We will not include your Personal Information in next year’s membership directory upon receiving your request in writing for us not to do so.

USE OF OUR WEBSITE

You can visit most pages on our website without giving us any Personal Information about yourself. However, sometimes we do need Personal Information to provide services that you request. The Club only collects Personal Information that you submit voluntarily, such as when you provide your address or other contact information that you choose to provide in order that other members of the Club may contact you. By providing us with such information, you consent to our collection and use of your Personal Information for such purposes. We will remove your Personal Information from the Club’s website upon receiving your request in writing for us to do so.

Due to the nature of the internet, however, no data transmission over the internet is fully secure. Please be aware of this before you send us any information through this website as the Club cannot guarantee that any information that you transmit to us will not be intercepted and/or misused by third parties.

USE OF COOKIES

Cookies are identifiers that a website sends to your browser and stores on your computer to streamline your next visit to that website. We do not presently use cookies on our website.
LINKS

The Club's website may from time to time contain links to other websites that may collect your Personal Information. The Club does not assume any responsibility for their privacy practices or policies, and cannot be held liable for the actions of those third parties. You should review the privacy policies of such parties before providing them with any Personal Information.

RETENTION OF INFORMATION

We are required to maintain certain Personal Information for a period of time for various reasons, including for income tax purposes. All Personal Information will be disposed of when appropriate, and in a manner that is secure and which respects your privacy. When we dispose of a member's or a customer's information, including Personal Information, our paper files are shredded and information kept electronically is deleted from our computers and computer network.

QUESTIONS AND CONCERNS

If you have any questions or concerns with respect to our privacy practices, please do not hesitate to call our Privacy Officer (Club Controller) at:

St. Georges Golf and Country Club
1668 Islington Avenue
Etobicoke, Ontario
M9A 3M9
Phone: (416) 231-3393
Fax: (416) 231-6432

He/she will endeavour to answer your questions or concerns as quickly and completely as possible.

If you wish to make a formal complaint about our privacy practices, please forward your complaint in writing to our Privacy Officer. He/She will acknowledge receipt of your complaint and ensure that the matter is investigated promptly. He/she will also provide you with a written notice outlining the decision reached by the Club after investigating your complaint, the reasons for such decision and any steps taken or that will be taken by the Club in connection with your complaint.
If you are unhappy with the decisions reached by the Club, or have a general inquiry about privacy legislation, the Information and Privacy Commissioner of Canada oversees the administration of the privacy legislation in the private sector. You can contact the Information and Privacy Commissioner at:

112 Kent Street
Ottawa, Ontario
K1A 1H3
Phone: 1 (800) 282-1376
Fax: (613) 947-6850
Email: info@privcom.gc.ca
www.privcom.gc.ca

The Club reserves the right to amend this Privacy Policy at any time and from time to time and we encourage you to refer back to this Privacy Policy regularly. Any amendment to this Privacy Policy will apply to the Personal Information collected, used or disclosed from and after the date of such amendment.

Appendix I - Dispute Resolution

Sometimes you may feel that you have a grievance, perhaps arising from misconceptions or something someone failed to explain. However, do not nurse a grievance. If something bothers you about your working conditions, wages, or Club regulations, why not discuss it with your Supervisor? Chances are it can be easily straightened out.

If you have a problem - this is what you should do:

STEP 1: Talk with your immediate Supervisor. During this discussion, feel free to discuss your problems openly and honestly. Your Supervisor will listen in a friendly, courteous manner because it is his or her desire to understand and aid in solving problems, which arise. Generally, you and your Supervisor will be able to solve your problem. If your Supervisor cannot help you, then and only then, move to Step 2.

STEP 2: If you are unable to solve the problem, ask your Supervisor to make arrangements so that you can see the Manager responsible for your department. The Manager will also obtain all the facts and endeavour to settle your problem in a fair and equitable manner. If the matter still cannot be settled, he or she will arrange for you to see the Chief Executive Officer promptly.

STEP 3: The Chief Executive Officer and General Manager will confer with you, and all others involved, and carefully review the facts and circumstances.

Management wants to give full consideration to all employees' suggestions and problems. All discussions will be kept confidential and no reprisals will be taken against any employee seeking assistance, guidance or resolution of the grievance under the "Open Door Discussion" policy adopted by the Club.

PERSONAL PROBLEMS, GRIEVANCES, AND CLUB POLICIES ARE NOT TO BE DISCUSSED WITH CLUB MEMBERS, UNDER ANY CIRCUMSTANCES.
Failure to comply will result in disciplinary action and may include immediate dismissal.

Appendix J - Health and Safety

The Club is committed to providing opportunities for all its employees to enhance their knowledge in these areas. Therefore, it is Club policy to support:

- The development of staff knowledge and understanding of safety legislation, and issues bearing on the Club.
- Participation in formal health and safety instruction, including attendance at seminars, and in-house or external training courses.
- Supervisory staff skills development to ensure that supervisory staff are “competent” in respect to health and safety matters, as defined by the Occupational Health and Safety Act.
- Health and safety orientation and instructions for new employees, covering legal duties; responsibilities and rights as well as workplace specific hazards and applicable policies, procedures and standards.
- Certification training of Joint Health and Safety Committee members (where required).
- First aid training, so that a sufficient number of employees receive training in First Aid to ensure compliance with the requirements of Regulations respecting First Aid under the Workplace Safety and Insurance Act.
- Health and safety at home. The Club realizes that safety should not only be practiced at the workplace, but also at home.

Appendix K - Joint Health and Safety Committee (JHSC)

The Club has a Joint Health and Safety Committee. The committee has several functions and rights:

- Meet at least quarterly.
- Maintain minutes of meetings.
- Make recommendations to Management concerning occupational health and safety.
- Perform monthly inspection and identify any hazards.
- Attend at and witness work refusal investigations.
- Attend at and witness serious accident investigations.
- Review accident and injury reports.
- To be consulted by the employer on W.H.M.I.S. training.
- To be consulted on and witness occupational hygiene testing.
- To obtain manual summary data from the Workplace Safety and Insurance Board.
- To obtain information and assistance from the employer concerning hazards, health safety experience, industry practices and standards.

Appendix L - Termination of Employment

The Club may dismiss an employee, sometimes for “just” cause and other times for “no cause” (no fault of the employee). No cause reasons include position elimination due to restructuring or substantial changes made to the job due to operational needs but which now make the incumbent not suitable. Examples of just cause are
listed below (this is only a partial list), and depending on their severity and frequency as well as mitigating factors, can lead to any number of disciplinary actions being taken against an employee including verbal and warning letters, demotion, suspension and in some instances, immediate termination:

1. Physical intimidation or gross insubordination towards a Supervisor, other employees, Members or guests.
2. Unauthorized possession, or drinking, or use of any alcoholic beverage, or drugs (other than prescribed by a physician) on Club property, or reporting for work under the influence of alcohol or drugs.
3. Incompetence of duties.
5. Insubordination; refusal or failure to perform reasonable assignments for reasons other than moral or health & safety concerns.
6. Gross negligence causing or potentially causing bodily harm.
7. Acceptance of any commission, discounts or other special considerations from purveyors providing goods or rendering services to the Club.
8. Unauthorized absence or repeated tardiness without reasonable cause.
9. Use of abusive, sexist, racist, profane or obscene language.
10. Gross negligence of such a degree or recurrence as to imply an intentional or substantial disregard of releasing unauthorized and/or confidential information to anyone not entitled to such information.
11. Other violation of Club policies or the provisions of this Handbook.

Appendix M - Alcohol Service Policy

Employees must be a minimum of 18 years of age to serve liquor.

It is against the law for the Club or any licensed establishment to serve Members or guests to intoxication.

In addition, the Club and its employees may share liability for damages and injury caused by anyone we may have served to intoxication.

We do not wish harm to any of our Members or guests, nor do we wish to harm others. For this reason, our staff, will not serve anyone to intoxication. We believe our Members and guests come to the Club for an enjoyable social outing and we are happy to provide same. We ask all of our Members to join us in achieving this objective.

The laws of Ontario and recent court judgments make it clear that Clubs and other liquor serving establishments must accept responsibility for actions involving the serving of alcohol, beer and wine. In Ontario, it is illegal to serve alcoholic beverages to those under the age of 19 and to any person who appears in the server’s mind to have consumed alcohol to a point of creating a potential inconvenience or danger to him/her-self or others.

To help understand how such incidents are to be handled, and to help avoid such situations in the first place, the following rules and guidelines are to be followed by all service staff. Only Members and guest of legal drinking age are to be served. ID must be requested in all doubtful situations. The ID must consist of an age of majority card or a driver’s license (i.e. photograph). If you feel that someone is underage, ask your Supervisor or Department Head to check the ID of that person. Service of all alcoholic beverages is to be denied to all Members and guests who, in the judgment of
the server and a senior staff person (Supervisor, Department Head or Manager), have consumed alcohol to a point of creating potential inconvenience or danger to himself or herself or others. It is the server’s responsibility (bartender and/or wait staff person) to recognize when a drinker is reaching this stage.

In the situations described above, much tact and discretion is to be used by the service staff. In case of underage service, the Supervisor/Department Head/Bartender will refuse service. In the following case, where alcoholic beverage must be denied due to "overdrinking", it is required that you involve the Supervisor or other Senior Management, who will speak to the Member.

There is to be no "Bargaining" with someone who is refused service. This decision is Final. To weaken in such a situation, creates more jeopardy under the law.

Immediately advise other service areas and staff of the Club that service has been refused, so that they will refuse also, if they are asked for alcohol service. All bar drinks are to be measured. No free pouring is allowed. Normal Club drinks are 1 1/2 oz.

Whenever bar service is refused due to overdrinking, a Bar Incident Report is to be completed. These forms are available from the Bar, your Department Head or the Clubhouse Manager. The report must be completed as quickly as possible after the incident and left in the Chief Executive Officer and General Manager’s office. At the time of the incident record:

- Member’s name and number, date and time, server's name.
- Describe the situation, type and quantity of drink consumed, and the Member’s reaction to the denial.

Please understand that the above guidelines and rules have been established for the protection of both the Club and its employees and to prevent excesses in the consumption of alcoholic beverages by our Members and their guests, that could in turn cause injury to themselves and the public. Management expects that these rules and regulations will be followed by Club staff involved in the serving of alcoholic beverages. All alcohol service staff (bartenders) should have a Server Intervention Program (S.I.P) Certificate. Service staff (waiters and waitresses) are trained in the service of alcoholic beverages by their Department Head and an annual S.I.P course will be mandatory in the near future for those who have not had previous S.I.P training and hold a valid S.I.P certificate.

**HOUSE POLICY ON THE SERVING OF ALCOHOLIC BEVERAGES**

As you are aware, the government has imposed tight restrictions on the serving of alcohol. Our current bartenders and wait staff have recently been instructed through the Smart Serve Program on the responsible serving of alcohol beverages and related liabilities. It is against the law for a licensed establishment to serve Members or guests alcoholic beverages to the point of intoxication. It is also against Ontario Legislation to serve alcoholic beverages to minors. We sincerely hope you will appreciate our legal obligation to comply strictly with these requirements and will cooperate with our staff on those occasions when we must deny further beverage service or ask for age of majority identification. As a service to our Members and guests, our employees will make arrangements for a taxi to take the Member or guest home where such assistance would, in our opinion, serve the best interest of the Member and the community."

- All servers of alcoholic beverages must be certified in accordance with the province’s Alcoholic Beverage Commission Rules and Regulations.
- All management and/or supervisors shall be responsible for keeping track of their particular employees to insure that if a certification expires that the certification course is retaken and the server is re-certified. Proof of certification shall be permanently placed in the employee file.
- All policies and procedures established by the certification program shall be complied with and enforced by all employees.
• No one under the age of 19 shall be served, allowed to consume, and/or sold an alcoholic beverage.
• For all banquets located at the facility, a “last-call” shall be given at thirty (30) minutes prior to the end of the function.
• In all situations, the service of alcoholic beverages shall cease at least twenty minutes prior to the end of the function.
• All catering contracts and/or functions issued by the facility shall incorporate this language. Additionally, the contracting party shall agree to indemnify and hold the facility harmless from any and all damages arising from the service of alcoholic beverages.
• There shall not be any “serve yourself” situations. At any function at the facility in which alcohol is to be present, a certified staff service member shall be present to serve alcohol at all times.
• Any “drink special” (that is any drink offered at any price less than the normal selling price) shall first be cleared through the Chief Executive Officer and General Manager’s office.
• Each complimentary drink shall be written down on an individual service ticket and signed by a manager. These tickets shall be clearly marked complimentary.
• Coming to work under the influence of alcohol or any illicit drug is strictly prohibited.
• Removal of alcoholic beverages from the facility premises is strictly forbidden.

Appendix N - Telephone Practices & Reservations

TELEPHONE INQUIRIES
Staff answering phones are not to answer questions on Catering Inquiries. i.e: (do not discuss capacity or sponsorship). Please put the call through to the voice mail of the Catering Coordinator.

TELEPHONE PRACTICE:
Our telephone courtesy is most important. People judge both the Club and us by our telephone manners. Please remember this:
- Answer pleasantly, give the Club’s name and your name
- Take the message or offer to call back if you cannot answer the question. If you do not know the answer, transfer phone call to the Food Service Supervisor, Golf Course Superintendent, Head Golf Professional or Chief Executive Officer and General Manager to handle. DO NOT handle Catering or Membership inquires. Either take a message with a name and phone number or transfer the phone call to Catering ext. 272 or Linda Millson ext.223.
- Be sure to get the message correct, write it down and read it back (for verification of accuracy.)
- Speak clearly.
- Hold the receiver about one inch from your mouth.
- Do not have anything in your mouth while talking on the phone.
- Be friendly, helpful and courteous.
- Do not carry on a side conversation while talking on the phone.
- Do not speak in an offensive manner.
- Be natural, be yourself.

TELEPHONE COURTESY:
Employees who treat members warmly and graciously face to face, sometimes do not transfer these skills to the telephone. This damages our Club’s image.

Because telephones do not provide the ‘visual feedback’ of a person-to-person encounter, it takes a special effort to convey the feeling of warmth and courtesy so essential in the private club environment.

Here are some simple techniques that you can learn easily. They will help you improve our Club’s image, both on the telephone and in person:
MAINTAIN A PLEASANT TONE OF VOICE
It only takes three to five seconds to make a first impression on the telephone. An abrupt or cold
beginning sets a negative tone for the entire conversation. During that time, the caller forms a mental
picture of the Club—a powerful image that is difficult to overcome. Smile before you pick up the phone.
It’s practically impossible to be rude when you are smiling.

AVOID SHORT ANSWERS
“Hang On” – “He’s Out” – “Yeah” – “Yep” – “Nope” These phrases are sure to ruffle the feathers of even
the most amiable member or caller. Answer questions in complete sentences and provide all pertinent
details. Enunciate! Pronounce your words and phrases properly. Sound professional!

PEOPLE BEFORE PAPERWORK
There is nothing more irritating than someone busily filling out a form while a member stands and waits.
The same goes for an unanswered telephone. Do not be too busy to be polite.

USE SUPERB MANNERS
Contrary to popular belief, there are no substitutes for a genuine “Thank You” and “You’re Welcome”.
Simple and sincere courtesies go a long way.

In addition to the foregoing tips, there are several key words in common usage that can do untold
damage in the Club environment. Using the word “No” at the beginning of a sentence implies total
rejection. Negatives can be turned to positive. “We aren’t able to change your reservation for tonight,
but we can get the time you want for tomorrow night, would that work out for you?” is an example of
how you might handle giving negative information to a member.

No one likes to be told what he or she will have to do. Eliminate the phrase; “You’ll have to…” from your
professional vocabulary. Instead, soften the request. Try such phrases as “Here’s how we can help with
that” or “Next time that happens, here’s what we can do”.

Everyone (including our members) understand that employees make a poor impression when they end
their remarks with “I don’t know”.

Instead, go one step further. “Let me check and find out” – this will result in increased service and
Member satisfaction.

Courtesy extended to all Club members and callers on a consistent basis will result in increased member
satisfaction and that, after all, is a part of our goal of service excellence.

Do Not Say
“Hang on…”
“I don’t know…”
“He/She is not in…”
“It’s not my department…”

Instead, please say
“One moment please”
“I’m not sure of the correct information. May I have someone call you right back?”
“He/She is not here at the moment. May I take a message?”

HOW TO TAKE RESERVATIONS
ON THE PHONE:
• First answer by saying “Good Afternoon or Good Evening” followed by the name of your department
• (Dining Room or St. George’s Room) and then your name “________ speaking “ (An example would be: “Good Evening Dining Room, John speaking”
• Wait for the other party’s request/question and answer accordingly
• Take down the necessary information:
  • Last name and initials
  • Time of reservation
  • Number of people in the party
  • It is necessary to get the member’s account number at all times
  • Your initials on the reservation
  • Write all the above information in the reservation book
• Say “Thank You Very Much Mr./Mrs. __________” (call the member by name which you will know when you take the reservation)

IN PERSON
• Greet the member by name if you know the name
• Repeat the steps as mentioned above for taking a reservation
• Again say “Thank You Very Much Mr./Mrs. __________” (repeat his or her name)

NOTE
• Should the Dining Room be full on a particular date, suggest the other areas for dining or recommend their name to be put on a waiting list.
• Special Request
• Birthday Cake
• Table Preference