

# **KANEEFGOLF EMPLOYEE MANUAL**

General Procedures for all Employees

*(Updated March 2011)*

## **Kaneff Golf Employee Manual**

### **( I ) General Procedures for all Employees**

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#### **Mission Statement**

KaneffGolf will strive to be regarded by our guests and meeting planners as the perfect choice for corporate or social gatherings. We will provide a memorable experience by presenting quality products that meet guests' needs and expectations. Through properly positioning our operational concepts in conjunction with market and physical conditions, our company can enjoy continued growth.

KaneffGolf is a group of golf courses that are individually known as:

Lionhead Golf & Country Club  
Streetsville Glen Golf Club  
Royal Ontario Golf Club  
Carlisle Golf & Country Club  
Century Pines Golf Club  
Royal Niagara Golf Club

Any KaneffGolf regulation set out in this manual is applicable to all the KaneffGolf courses listed above.

In this manual, any mention of the "company" is referring to "KaneffGolf".

### **Policies Binding**

The policies, rules and procedures set out in this Manual form part of your contract of employment with KaneffGolf, and are binding on you.

They take effect immediately and supersede and replace all previous personnel policies, practices, guidelines, and any oral or written representations that have previously been made to you (other than the terms of your hiring letter, or any contract you have signed with KaneffGolf).

KaneffGolf may at its sole option (whether reasonable or not) change, delete, suspend, add to or discontinue any part or parts of the policies, procedures, or rules contained in this document, by providing you with advance notice of that change.

KaneffGolf has tried to comply with all applicable legislation and regulations in formulating these policies. These policies will be deemed to be amended to comply with any applicable legislation or federal statute, or regulations.

### **Application of Policies**

This Employee Manual applies to all employees of KaneffGolf, who are defined below:

1. **Salaried Employees** – are employees who:
  - a) work the traditional 7.5 hours per day, 5 days per week.
2. **Part Time Employees** - are those employees who work 24 hours per week (averaged over two weeks)
  - a) have a commitment to report to work on a specific number of days in a specific period of time as well as such additional hours as may be requested, or
  - b) make themselves available for call-in as requested by the company.
3. **Hourly Employees** – are those employees who:
  - a) may be full-time or part-time, seasonal or employed year-long, who receive compensation at a set hourly wage.
4. **Seasonal Employees** – are those employees who are hired for a specific term, namely the golf season whose employment will automatically end at the end of the season. At the time of hiring these employees, they have been advised of their start date, end date and all other terms of employment. Due to variable weather conditions, end date may be amended or listed as season's end. Note, season's end can vary depending on position and employee.

***PROBATIONARY PERIOD***

All new employees are subject to 3-month probationary period unless otherwise stated below, during which time their performance and suitability for the position will be assessed by their manager. During this time you will receive orientation and training, and the company will convey to you the standards of service and appearance that we expect employees to maintain.

Your employment with KaneffGolf may be terminated at any time during the probationary period or upon its completion without notice to you or any payment in lieu thereof, for any reason whatsoever. It is specifically understood and agreed that KaneffGolf has no obligation to you for notice, payment in lieu thereof, or damages whether at common law, equity or otherwise.

Your employment may also be terminated either during the probationary period or on its conclusion for cause. Cause is described in further detail in this policy manual.

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#### **Code of Ethics**

The Business of the KaneffGolf (Company) shall be conducted in compliance with all applicable laws, statutes and regulations governing such businesses.

Appropriate entries into the books and records of the Company shall be made of all transactions in order to meet legal and financial requirements. No false or artificial entries or entries that obscure the purposes of the underlying transaction shall be made for any reason. No undisclosed or unrecorded funds or assets shall be established or maintained.

The making of payments of any nature or the use of the funds or assets of the Company for any purpose which would be in violation of any applicable law, regulation or corporate undertaking is prohibited.

No gift or favour shall be made to any person in a position of trust, or public responsibility such as Government or corporate officials with intent to induce them to violate their duties or obtain favourable treatment for the employee or the Company in the negotiations or the award of contracts or otherwise.

No gift or favour shall be made to suppliers or potential suppliers of goods or services or to their employees, or companies (and / or their employees) with whom the Company has contractual obligations or is negotiating or intends to negotiate agreements. Payments in cash or cash equivalent in any amount is prohibited.

No Employee of the Company is permitted to accept payments, commissions, gifts or favours from suppliers or potential suppliers of goods or services or from persons or companies ( and / or their employees ) with whom the Company has contractual obligations or is negotiating or intends to negotiate agreements. Acceptance of a gift in cash or cash equivalent in any amount is prohibited.

For purposes of this Code, the term “ gift or favour “ includes goods, entertainment, services, loans (from qualified lending institutions ), pleasure or vacation trips or accommodation, special consideration or information, the use of property and the like, but does not include minor gifts or favours that are customary and modest in value.

Samples or promotional items (including player’s packages) that are provided to the employee by a supplier are the property of KaneffGolf and must be returned to KaneffGolf when requested.

All agreements, in order to comply with the Code of Ethics, shall be in writing, shall specify the services to be provided and the fee to be paid.

No Employee shall knowingly aid or abet any person or company to circumvent laws, evade income taxes or defraud shareholder interests or the Company's creditors. Accordingly, no payment due to a customer, agent or distributor shall be made to a third party or another jurisdiction nominated by the customer, agent or distributor, if after reasonable enquiry, the Employee believes such a purpose is intended. No payments are to be made in currency or by transfer to an unidentified bank account.

As a provider of services to the public the Company has available to it certain customer related information. This information is confidential and must be strictly controlled. Employees shall not use such information in any manner which is not authorized by the Company or the customer. Proprietary and confidential information belonging to the Company must be protected from unauthorized disclosure by employees during and after employment with the Company. All documents and records must be returned when an employee leaves the employ of the Company.

No conflict shall exist, or appear to exist between the private interests of employees and their responsibilities to the Company.

Employees shall not place themselves in a position where they are under obligation to any persons or companies who might benefit from special considerations or special treatment or favours by or from the Company.

Employees shall not have pecuniary interests that could conflict in any way with the discharge of their duties. Involvement or employment outside the Company or financial or other interests which might impair the employee's duty to act at all times in the best interests of the Company, is not permissible.

Employees shall not place themselves in a position where they or their families could derive any direct or indirect benefit or interest from any transactions which can be influenced by their decisions.

Employees shall avoid giving or receiving gifts, favours or entertainment if there is likelihood that they may be intended to or might be thought to influence improperly the recipients' judgment in dealing with, or for, the Company.

Employees who are concerned that a violation of this Code exists, with respect to themselves or others, have a duty to report such violations to their Manager.

Anyone found to be in violation of the Code of Ethics will be subject to disciplinary action, up to and including immediate dismissal for cause.

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#### **Code of Behaviour**

##### ***Employee Attitude and Conduct, Customer Relations***

It is of vital importance that all Employees, while on duty, maintain a neat appearance and meet the public in a manner that will reflect credit upon themselves and the Company.

It is every Employee's responsibility to ensure that all Customers are treated with respect, in a courteous manner. This includes, but is not limited to:

- Providing all customers with prompt service when they approach any KaneffGolf staff.
- Answering all telephone calls within 3 rings.
- Speaking no other languages other than English in front of clients.
- Standing still when in the proximity of someone on the golf course preparing to, or in the act of, taking a shot.
- Not talking when in the proximity of someone on the golf course preparing to, or in the act of, taking a shot.
- Stopping all vehicles and machinery when in the proximity of someone on the golf course preparing to, or in the act of, taking a shot.
- Greeting and acknowledging all customers in a professional manner.
- Assisting customers in any way possible.
- When customers leave, they should also be acknowledged by a staff member saying: "Thank you for golfing at \_\_\_\_\_", "We hope to see you again soon", "We hope you enjoyed your time with us" or another equally professional statement.
- When replying to a customer's request or conveyance of gratitude, never use the expression "no problem". Instead use "with pleasure", "at your service", "you're welcome".
- Note: individual departments at each respective facility may require specific detailed greetings.

It is every Employee's responsibility to ensure that all KaneffGolf employees are treated with respect, in a courteous manner.

Please remember to treat others as you would like to be treated.

**Smoking Policy:**

Smoking is not permitted anywhere inside the clubhouse or in any other building affiliated with KaneffGolf. Smoking is not permitted in any outside public area or in the presence of our customers. Smoking is restricted to an outside area, not accessible to customers. The employee smoking area will be indicated to you.

**Drinking / Drug Policy:**

No employee is permitted to work, or be on the company premises, while under the influence of alcohol or drugs.

No employee is permitted to have in his/her possession, consume, or sell, illegal or restricted drugs, or alcohol while at work or on company premises.

Employees cannot accept open or closed alcoholic beverages from customers.

In the event that an employee is on prescribed medication, the manager must be informed as to any possible side effects which may affect the safety of the employee, or others around him while at work, and his or her ability to properly perform his or her job.

Senior operations management (General Managers, Operations' Managers, F&B Managers, Executive/Senior Chefs, Directors of Golf, Head Professionals & Course Superintendents) when on site, even when not on duty, are occasionally consulted on operational issues or have dealings directly with clients. Given this scenario, it is inappropriate and prohibited for these individuals to consume alcohol on site at any time. There may be special occasions (social or business) where exceptions to this prohibition will be made. However, these exceptions must receive direct approval from either the Chairman of Kaneff (Mr. Kaneff) or the V.P. of KaneffGolf (Boris Uvakov).

This policy, with respect to alcohol consumption, does not apply to company functions where the consumption of alcohol has been approved by KaneffGolf.

Employees who report to work, or who, during their scheduled shift, or on company premises, are found to be using alcohol or illegal drugs, or are under the influence of alcohol or drugs will be immediately sent home and will not be permitted to work their scheduled shift.

Employees, who are sent home pursuant to this policy, will not be paid for the missed days work, and shall be considered suspended without pay, until management determines that the employee is able to return to the workplace.

Any incidents of abuse of this policy will be recorded in the employee's file.

In addition to suspension as set out above, employees found violating this policy may be subject to other disciplinary action up to and including termination of employment for cause.

The company in its sole discretion may be prepared to cooperate with an employee who feels that he or she has a substance abuse problem and wishes to overcome it.

If an employee has identified to the company that he or she has a substance abuse problem, and is not willing to correct the problem and repeated incidents of substance abuse occur, the employee will be dismissed from employment for cause.

**Reporting of Accidents:**

All work related injuries or accidents MUST be reported to your immediate Manager or to a Manager on duty. First Aid supplies are available at all times and your immediate Manager will have access to these supplies. Should you require further medical attention, your Manager will make arrangements for your immediate departure to the hospital. This incident must be documented in order to comply with the Occupational Health and Safety Act.

**Flexibility:**

It is important to us that you be flexible with your time. Part of the reason you were hired, or re-hired, is because you advised us that you were flexible. It is a term and condition of your employment.

**Tardiness:**

Each employee has an obligation to be ready to commence work at their scheduled starting time. If an employee is unable to arrive on time, it is the Employee's responsibility to notify their manager of an intended lateness a minimum of 2 hours before his / her scheduled starting time. It is imperative that the employee contacts the manager directly and not use intermediaries.

Failure to follow this procedure or excessive tardiness could result in disciplinary action up to and including dismissal for cause.

**Absenteeism:**

It is every Employee's responsibility to be at work for the shifts that they are scheduled to work. If an Employee is unable to work a scheduled shift, it is their responsibility to find a suitable replacement (e.g. bartender to replace a bartender) and notify their Manager of this arrangement. If an Employee is unable to find a replacement, it is their responsibility to notify their Manager of this situation immediately. Violation of the above policy could result in disciplinary action against the Employee.

Medical illness is the exception to this rule. You may be required to submit a doctor's certificate for time off work due to illness. It is the Employee's responsibility to pay for a doctor's note. Medical and dental appointments must be arranged outside of scheduled working hours.

- It is not acceptable for you to phone within 3 days of a shift to say you are going to be absent, and you have no replacement. This may result in disciplinary action. Failure

to notify management of an expected absence may be considered a no-call, no-show situation and will result in disciplinary action.

- Failing to report to work, without authorization or explanation for three (3) days consecutively shall be considered an abandonment of your employment, and the company will consider you to have quit. In the company's discretion, such conduct may also result in dismissal for cause.

### **Scheduling:**

- Schedules will be posted for each department. We try to get our schedule done as early as possible. It must be recognized that last minute changes may be required due to changes in available staff, volume of business, tournaments and/or inclement weather. To the extent possible, these changes will be made in a manner mutually agreeable to both the employee and Manager, but this may not be possible. In accepting employment with the Company you agree to accept the schedule that is prepared for you by management. It is your responsibility to check your schedule for your hours.

### **Working Hours and Breaks:**

- There will be a ½ hour deducted from your pay for every 7-hour shift worked, unless otherwise arranged with your manager. This is for a meal break. Staff should schedule meal breaks with supervisor on duty.
- Hourly employees may not arrive on Company property more than a half hour (30 minutes) before their scheduled start time. Employees may not remain on Company property more than a half hour (30 minutes) after completing their scheduled shift, unless the employee is involved in a Company activity. Staff members are not permitted on premises unless they are working or have arranged a tee time through the pro-shop.

### **Vacations and Statutory Holidays:**

The Company will provide vacations (and/or vacation pay) and statutory holidays in accordance with the laws of Ontario that are applicable from time to time and the legislation should be consulted for specific details. Vacations are to be consumed during the "off-season". Vacation time cannot be carried over to a following season without the written permission of the general manager.

### **Requesting Time Off:**

- Days off or vacation must be requested two weeks beforehand. Employees must submit their name and days off requested, to their Manager. Days off are subject to Manager's approval. Requesting a day off does not mean you have that day off – manager must approve it (in particular to the Food and Beverage department).

### **Punching or Swiping in/out and Timecards:**

- All hourly employees must punch/swipe in and out unless otherwise advised by your manager. Employees may not punch/swipe in earlier than five (5) minutes before the start their scheduled shift. Punching or swiping a card for another employee will result in disciplinary action up to and including dismissal for cause. Changing information on a time card or time sheet (e.g. hours or totals), without a manager's signature, will result in disciplinary action up to and including dismissal for cause. If you are asked to start early by a Supervisor, that Supervisor must initial your punch card /time sheet.
- If you work in different sections or departments (e.g. functions and pop carts), it is your responsibility to indicate on the card/time sheet in which section you worked that day. If you fail to do so, you will be given the lower of the hourly wages for hours not defined. This applies only to those who work in more than one section or department.
- If you are sent home for any reason (e.g. to change your uniform), you will be required to punch/swipe out and punch/swipe back in again upon your return. You will not be paid for the time spent going to and from your home.

### **Chewing Gum:**

- Gum chewing, for both hourly and salaried employees, is not allowed while on duty.

### **Employee Entrance:**

- All hourly paid employees must use the employee's entrance when entering and leaving the property. This location will be indicated to you during your orientation.

### **Employee Belongings:**

- The Company is not be responsible for any items that are lost, stolen or damaged.
- Checks of bags/knapsacks/purses upon leaving may be done in instances when there is suspicion of theft.
- All bags, knapsacks, purses, jackets and personal items are to be kept in a secure place away from your work area.

### **Security:**

- As a team member of KaneffGolf, all employees must be attentive to any security problems that may or have arisen. Employees must not take any action unless approved by a manager. Any security problem or potential problem must be reported to your immediate supervisor. Employees may be requested by a Manager to assist in a breach of security.

### **Personal Information Changes:**

All changes in personal data – address, phone number, email address, emergency contact, number of dependants, life insurance beneficiary, etc., - must be written and submitted to the Manager on duty, who will then submit to controller.

### **Host Days:**

- During host tournament days, employees are not permitted to give free product to staff members. You are here to serve customers, not staff. If you violate this policy you will be subject to disciplinary action, up to and including dismissal for cause.

### **Multi-Position Training**

- In addition to your primary position, subsequent training in various positions is a job requirement. Cross training may not be limited to only two (2) positions. You may choose to learn more areas, and where possible, we will work with you so that you may learn them. When an area is short of staff or during a slow period, you may be asked to work in a secondary position. This allows us to continue to offer our customers a superior level of service.

### **Work Areas:**

- To maintain a safe, secure environment for customers and employees, employees are only permitted to be in the areas of the club where they are performing their jobs and in the designated employee areas. Employees who are on break are not permitted to “visit” employees who are on duty.
- Employees found in areas where they are not authorized to be will be subject to disciplinary action, up to and including dismissal for cause. Employee’s friends and relatives may visit them in the club only if permission is received in advance from the manager.

### **Use of Company Equipment:**

- To assist you in completing your job requirements, the company will provide you with the necessary equipment. This equipment must be treated with respect and operated in a safe manner. Any employee who abuses Company equipment will be subject to discipline up to and including dismissal for cause and may be charged for the repair of that item. **Employees are not to operate equipment that they feel is unsafe or on which they have not been trained.**

### **Use of Telephone:**

- Telephones are to be used for business only. Emergency personal calls may be made with the approval of your Manager.
- Phone calls should be limited to no more than 2 minutes in length. If you have a lengthy personal call, or a long distance call to make, please use pay phones.

- If you are ever walking by the telephone in the clubhouse and it is ringing, **please pick it up!** Don't be shy! Answer the following way: "(Course name),(name)I help you?" The person will ask their question. If you do not know the answer, or you need to put that person on hold, let them know this and then just press the "Hold" key. Then, get the person who can help you.
- There is no reason why you should not pick up the telephone when you are walking by. It is vital that we answer the telephone each and every time.

### **Use of Cell Phones and Smart Phones:**

Cell phones and smart phones are permitted to be used at work only:

1. if their use is part of your job duties
2. if you are on a break
3. for emergency purposes.

Cell phones and smart phones are not to be used on premises for any other reason.

### **Personnel Files:**

Employee files are the property of the company, and employees are permitted to see their own file only by prior arrangement with their manager.

Any queries regarding a current or past employee must be referred to Human Resources at Kaneff Properties to verify information being requested. Human Resources will verify the following information from Employee files over the telephone to banks, credit organizations and government agencies: job title, length of service, salary, home address and social insurance number. Requests to Human Resources, in writing or via telephone, for employment verification will be honoured, but only the following information will be supplied: job title, dates of employment and salary.

If a current Employee informs the Company, in writing, that no information is to be verified or released, we will comply with that request unless required by law to provide the information.

### **Publicity:**

Any questions by representatives of the press are to be forwarded to the General Manager or Vice President KaneffGolf. No other employee is authorized to make statements to the press without specific consent of the General Manager or Vice President KaneffGolf. Any request from public relations firms, advertising firms, newspapers or periodicals must also be communicated to and approved by the General Manager or the Vice President of KaneffGolf.

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#### **Equal Opportunity Employment**

The Company acknowledges that it is public policy in Ontario to recognize the dignity and worth of every person and to provide for equal rights and opportunities without discrimination that is contrary to law, and having as its aim the creation of a climate of understanding and mutual respect for the dignity and worth of each person.

The Company abides by the Ontario Human Rights Code which specifically prohibits discrimination in employment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, same-sex partnership status, family status, or handicap.

As a result the Company will strive to make all hiring decisions, transfer and promotion decisions, vacancy decisions and all other matters related to employment free of discrimination contrary to law.

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#### **Theft and Fraud**

The terms of “theft”, “fraud” “misappropriation” or “mishandling” of Company funds and “misuse” of Company property include such things as, but are not limited to:

- Forgery or alteration of cheques or credit card receipts.
- Forgery or alterations of invoices, contracts and related documentation.
- Any use of Company funds, securities, inventory, supplies or any other asset for non-authorized purposes.
- Any misrepresentation when submitting expenses for reimbursement.
- Any deliberate irregularity in the handling or reporting of money transactions.
- Conversion of Company assets to personal use including misuse of furniture, fixtures and equipment.

It is the Company’s policy to report to the appropriate authorities any suspected criminal activity, and to seek compensation for its losses from any employee convicted of a criminal charge involving company property.

The Company will take disciplinary action against employees up to and including dismissal for cause for suspected, or confirmed theft, fraud, misappropriation or mishandling of Company funds and misuse of Company property.

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#### **Problem Resolution**

##### **Open Door Policy**

The Company has an “Open Door Policy” for the resolution of disputes and problems.

All employees are encouraged to bring to their immediate manager any complaints or recommendations dealing with safety, health standards, working conditions, or disputes among co-workers, without fear of reprisal.

In the event that an employee has a dispute with a co-worker, the Company encourages that employee to discuss the issue with that co-worker.

In the event of any other problem, or if that approach does not resolve the situation, the employee may discuss the matter with his or her immediate manager.

If the problem is not resolved at this stage, the employee may discuss the issue with the general manager or the Vice President of KaneffGolf.

The general manager shall make the final determination with respect to any dispute in question, and is the final authority to determine employee problems.

**Kaneff Golf Employee Manual**  
**KaneffGolf Procedures**

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**Employee Compensation**

**Hourly Paid Employees**

1. All hourly paid employees will be paid based on the number of hours worked.
2. Each employee should be aware of their respective hourly rate. This information can be obtained from their manager.
3. All time records are submitted to payroll for hours worked on a bi-weekly basis.
4. The time records include hours worked from the Monday of week 1 until the Sunday of week 2.
5. Compensation for the corresponding 2 weeks will be received the following Thursday ( i.e. 11 days later ).
6. Vacation Pay will be included for each pay period.
7. Compensation will be in the form of Direct Bank Deposit. You will receive a notice indicating the details of your pay, including the gross pay, applicable deductions and the net dollar amount that has been deposited in your bank account.
8. The Gross Amount of pay will be determined by multiplying the number of hours worked by the hourly rate of pay.
9. All deductions will be listed on the applicable pay stub.
10. Any discrepancies in pay should be discussed with your Manager immediately.
11. It is the responsibility of each employee to manually complete the number of hours worked for each shift and / or to utilize any mechanized system that may be installed to assist in recording hours worked per shift. Any discrepancies should be resolved with your Manager immediately.

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#### **Employee Compensation**

( cont'd )

##### **Salaried Employees**

1. Each salaried employee should be aware of their respective monthly salary. This information can be obtained from their respective manager.
2. There is no need for salaried employees to complete and submit timesheets.
3. Compensation will be paid to each employee every 2 weeks.
4. Pay will be forwarded to the employee on Thursdays. This will cover the 2 week (Mon to Sun) period preceding the pay.
5. Compensation will be in the form of Direct Bank Deposit. You will receive a notice indicating the details of your pay, including the gross pay, applicable deductions and the net dollar amount that has been deposited in your bank account.
6. Any discrepancies in pay should be resolved with your manager immediately.

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#### **Employee Dress Code / Appearance**

##### *Applicable to all employees*

Some employees will be required to wear specific uniforms to carry out their job functions, while others will be required to abide by the Non-Uniform KaneffGolf Dress Code.

As an employee of KaneffGolf Golf Club, you are expected to take pride and care in your personal appearance.

The following are minimum standards that employees are required to follow, subject to the Human rights Code of Ontario. Your manager has the discretion to determine whether you are in compliance with the dress code, and what is appropriate in your department. Your manager will inform you if business needs warrant additional requirements for your position. Any questions you may have regarding our company's dress code should be directed to your manager.

If your manager feels your attire does not conform to the dress code, you will be asked to leave your workplace until you are properly attired or groomed. You will not be paid for the time that you are off the job for this purpose, and will be considered suspended without pay for this period.

Failure to comply with the dress code policy will result in disciplinary action, up to and including dismissal for cause.

##### *Personal grooming standards*

A neat, clean, businesslike appearance is a requirement for all positions.

Cleanliness is an essential part of providing high-quality service to our customers, and KaneffGolf requires that all employees comply with the highest standards of cleanliness.

##### *Hair:*

All employees except kitchen staff, may wear hair the way you choose while working, as long as it remains well trimmed, well groomed and businesslike in appearance, and conforms to the rules below.

##### *Fragrance-Free Policy:*

KaneffGolf facilities are fragrance-free environments. All employees should refrain from wearing perfume, cologne and other fragrances, and use unscented personal care products in order to promote a fragrance-free environment

##### *Hats:*

Hats are not to be worn in public areas inside the clubhouse.

Men:

Hair must be neat, clean, free from excessive oils and trimmed so as not to extend past the top of the collar in back or below the eyebrows in front. Variations on your hairstyle, which project an unprofessional appearance, should not be worn while working.

Sideburns must not extend below a line running from the corner of the mouth to the back of the jaw and should not appear exaggerated in size or shape. Moustaches should be clean, neatly trimmed and not extend over the upper lip or past the corners of the mouth. Face should be clean shaven. Beards are to be clean and neatly trimmed. Grow-in periods for beards and moustaches are to occur during scheduled time off.

Women:

Hair must be clean and neatly combed. Hair must not fall in the face or obstruct eye to eye contact at any time. All hairstyles, whether natural or processed, must be neatly arranged. Multi-braided hairstyles for women are permitted so long as the above requirements are met. Variations on your hairstyle, which project an unprofessional appearance, must not be worn while working. Hair must not be excessively adorned or arranged with ribbons, clips, wires, beads or glitter, etc. Plain, simple devices such as berets and hair holders are acceptable as long as they appear businesslike and do not pose a safety hazard.

Kitchen staff must wear hairnets and/or hats while in the kitchen.

*Jewelry:*

Jewelry must only be worn in moderation. Jewelry, any type, may not be affixed to the uniform. Large rings may not be worn. Female employees may not wear long, dangling, earrings or excessively large or excessively adorned bracelets. Male employees may not wear any type of earrings.

*Piercings:*

Female employees are allowed two piercings per ear. Piercings are allowed on body parts that are not visible to clients when in uniform.

*Sunglasses:*

Sunglasses shall only be worn outside when required.

*Make-up:*

Make up must be appropriate for the work setting and time of day. It must be used in moderation and must convey an unexaggerated, natural appearance. Fingernails must be clean and kept at a reasonable length. No dark nail polish is allowed; clear, light-colored, businesslike shades are acceptable and, if worn, should not be chipped.

## **Applicable to all employees required to wear uniforms**

All employees that are required to wear uniforms for their job functions must wear their respective uniforms with their nametags, at all times when they are working at KaneffGolf.

The uniform that has been made available to you was carefully chosen to reflect the image the golf club wishes to project. It is important that you take pride in your appearance.

In order to present a positive image, uniformed employees are required to keep their uniforms neat, clean, pressed and in good repair, at their own expense, at all times. Missing buttons must be replaced and tears and/or holes mended, at your expense before wearing your uniform.

Alterations to uniforms are allowed only if prior approval has been obtained from your manager and the alteration is only for purpose of better fit.

Employees are not permitted to wear worn-looking uniforms.

When working inside, women must wear nylons and/or pantyhose (which are free from runs and holes) when wearing a skirt. Slips are required when wearing dresses or skirts of thin material.

Footwear must be clean, comfortable, supporting, and in good repair at all times. Shoes must conform to the approved safety standards and present a businesslike appearance. The Occupational Health & Safety Act requires that safety shoes be worn in certain company areas. Your manager will inform you if you are affected by this requirement.

The prices for nametags and uniforms vary from year to year. Employees will be advised of the price when employment commences.

If you lose your nametag, advise your manager who can get it replaced at your cost

**When not in uniform, staff must restrict their visibility to non-guest areas.**

### **Uniforms**

See APPENDIX.

All employees not required to wear uniforms **MUST** comply with the following KaneffGolf Dress Code:

**Men:**

1. All Shirts must have collars.
  - NO T-Shirts.
  - NO athletic shirts.
2. All hats shall be worn appropriately – i.e., baseball style caps will have the visor portion of the cap worn in the front.
3. Pants / shorts.
  - NO Blue Jeans.
  - NO Sports Shorts.
  - NO Basketball Shorts.
  - NO Track Suits.
  - NO Sweat Pants.
4. Footwear:
  - Dress shoes or sneakers are allowable.
  - NO sandals.

**Women:**

1. Blouses / Shirts:
  - NO Tank Tops.
  - NO T-Shirts.
2. Skirts / Slacks / Shorts:
  - NO Blue Jeans.
  - NO Sports Shorts.
  - NO Track Suits.
  - NO Sweat Pants.
3. Footwear:
  - Dress shoes or sneakers are allowable.
  - NO sandals

If any Employee has any concerns regarding the dress code, and what does or does not meet the KaneffGolf standards, they should discuss that matter with their immediate manager for clarification.

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#### **Benefits**

The Company may from time to time provide group health insurance coverage to some full time salaried employees. Employees should review the Benefit Booklet to determine if they are eligible to participate in the Plan.

If an Employee has any questions on this topic, please contact your immediate Manager.

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#### **Employee Privileges**

Golf  
Meals  
Merchandise  
Employee Parking

#### **Golf**

All Employees, subject to their manager's approval, are eligible to play golf at a reduced rate at your home course during your employment period.

1. Reduced rate golf at your home course is a privilege and not a right, or inherent part of the contract of employment. Golfing for employees and their permitted guests must be conducted at times when there are no paying customers, who will always take precedence over employees and their guests.
2. Employees must pay for and accompany guests at the rate applicable.
3. An employee can bring a maximum of three guests at a time.
4. Each employee MUST present, to the Pro Shop, a signed approval from their respective manager to allow them to utilize the Golf Privilege.
5. ALL golf MUST be arranged with the Pro Shop. When contacting the Pro Shop it is imperative that the employee let the Pro Shop staff know that they are an Employee and present the approval that has been signed by their respective Manager. Tee times will not be booked.
6. ALL employees MUST check in with the Pro Shop prior to teeing off.
7. The Employee and their guest(s) MUST provide their own clubs or rent clubs from the Pro Shop as if they were a customer – **NO** Rentals will be loaned.
8. All Employees MUST adhere to the Dress Code and Code of Behaviour of the course being played at all times. This applies to use of the driving range as well as the golf course.
9. Employees are not permitted to use the driving range without expressed pre-approval of the pro shop. The pro shop may require the employee to assist on the range in return for practicing privileges.

**FAILURE TO ADHERE TO RULES ASSOCIATED WITH ANY EMPLOYEE PRIVILEGES WILL RESULT IN WITHDRAWAL OF THE PRIVILEGE, OR OTHER DISCIPLINE, UP TO AND INCLUDING TERMINATION FOR CAUSE.**

### **Meals**

- All Employees may receive a discount on food and drinks at the rates posted from time to time.
- All reduced Employee Rates are solely for Employees during **scheduled** work hours and are **not** to be extended to their guests.
- All employees are welcome to utilize any areas that have been established for Employee Meals.
- Employees are **not** to utilize the Club House facilities open to the public for meals / breaks other than to purchase their goods.
- Clients **MUST** be served before Employees. Staff are not allowed to help themselves at the bar or the Halfway House or to any food in a banquet room that was/is designated for a function.
- Food left over from a function, that cannot be re-utilized, may be offered to employees free of charge at the discretion of the head chef.
- Coffee may be available to employees at a reduced rate.

### **Merchandise**

Employees are entitled to a discount on merchandise that is purchased in the Pro Shop. The amount of the **discount** varies from time to time, and by product .

Any Employee wishing to purchase any merchandise should discuss specifics about their purchase with the Pro Shop staff.

### **Employee Parking**

Employees can park in the main parking lot or as designated by management.

There may be days, due to unexpected volumes of Customers, when Employees must park in designated areas other than the parking lot.

Parking is not permitted in or near delivery/loading dock areas without approval of the Course Manager.

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#### **Contract Approvals**

No employee is authorized to enter into contracts on behalf of the Company without the express approval of the General Manager or the Vice President of KaneffGolf.

Any employee found exceeding his or her authority may face discipline up to and including dismissal for cause, and will be liable to reimburse the Company for any losses, or damages it suffers as a result of this act.

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#### **Licenses & Association Memberships**

The Company may in its absolute discretion, whether exercised reasonably or not, provide reimbursement (or pay for) to employees who require licenses or professional memberships for the performance of their jobs.

Subject to prior Management approval, the Company will pay for the fees involved in the initial acquisition and subsequent renewal of any technical license considered, at the sole discretion of the company, necessary to the performance of their jobs.

Subject to prior Management approval, the Company will pay for the actual fees involved in the membership dues for any professional designation or Association considered, at the sole discretion of the company, necessary to the performance of their jobs.

Payment for certified members of professional or technical designations as described above should be paid on the invoice directly to the organization or association. The expense must be approved by the employee's immediate manager and by the general manager or the Vice President of KaneffGolf prior to being forwarded to Accounting for processing.

All employees should obtain approval prior to joining an organization or association to ensure that it qualifies for reimbursement. The Company will not be responsible for expense(s) incurred by an Employee to join an organization or association that does not obtain prior approval for reimbursement of fees / dues.

The Company reserves the right to determine the eligibility and necessity of any request for reimbursement of licenses and association memberships.

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#### **Security**

##### **Physical**

No Employee shall allow individual(s) to have access to golf course property, unless they are familiar with the individual(s) requesting the access or the access is to conduct business with the golf course, and the employee has verified the identification of the person. If there is any doubt regarding an individual requesting access, please refer the individual(s) to a manager.

Employees are responsible for ensuring that secured areas are locked at all times when they are not attended.

##### **Electronic Data**

KaneffGolf is the sole owner of all electronic data related to the business. No employee should divulge this information, in any manner, to anyone unless they have the express approval of their manager.

##### **Passwords**

All passwords MUST be confidential.

There will be NO SHARING of passwords.

All employees MUST utilize their own ID and password when entering data on Company computers.

Individual Department responsibilities will be detailed in processing manuals prepared by that Department for their individual staff and functions. i.e.- Pro Shop, Food and Beverage.

##### **Computers**

Company computers shall not be used for private use.

## **Paper**

All paper containing confidential information MUST be shredded. Items should include information which may disclose:

- corporate objectives
- Company operation or business strategies.
- Sensitive information to competitors
- personal information about the company's officers and employees.

If in doubt as to which paper needs to be shredded, please ask your Manager for clarification.

## **Back- Up**

Adequate Computer Back-Up procedures must be implemented by the respective Departments to ensure that data is not lost.

It is the responsibility of each Department to ensure that the Back-Up procedures are monitored to ensure compliance with Company procedures.

## **Buildings**

### **Security System**

All passwords to the alarm system MUST be confidential.

There will be NO SHARING of passwords.

All employees MUST utilize their own ID and password when arming / disarming the alarm system.

### **Keys**

It is the responsibility of each manager to be accountable for:

- keys that are issued to him / her for safe keeping
- maintaining a knowledge of who has each particular key at all times
- any staff that are allowed to utilize the various keys

All lost keys are to be communicated to the general manager or the Vice President of KaneffGolf. This is necessary to determine whether the exposure of this lost key is sufficient to warrant changing the particular locks.

## **Information**

All information on the Company's computer systems is confidential and no employee should reveal any information which may be used to:

- Weaken or jeopardize corporate objectives
- Adversely affect the Company in its operation or business strategies.
- Limit or obstruct the Company's competitive position.
- Harm the reputation of the Company, its officers and employees.

Each area will be responsible for monitoring the adherence to Security policies for their staff.

Employees are prohibited from taking confidential information, of any type, upon cessation of employment with KaneffGolf.

## **Kaneff Golf Employee Manual**

### **( I ) General Procedures for all Employees**

#### ***DISCIPLINE and DISMISSAL***

In the event that an employee is not meeting acceptable standards of conduct, or is not performing satisfactorily, any of the following disciplinary measures may be taken:

- verbal counselling
- verbal reprimand
- written warning;
- suspension with pay;
- suspension without pay;
- dismissal without cause;
- dismissal with cause;

The company will strive to use escalating disciplinary measures commensurate with the gravity of the infraction. However, the Company will NOT ALWAYS mete out discipline progressively.

A description of the various forms of discipline is contained below:

**Verbal Counselling:** the employee is summoned before his/her manager and advised of the problem. The details of this discussion will not be recorded in the employee's files.

**Verbal Reprimand:** The employee is summoned before his/her manager, advised of the problem, told that s/he is being formally reprimanded and warned of the consequences of continued unsatisfactory behaviour or performance. A date by which improvement is expected will be given. The details of this discussion will be recorded in the employee's file.

**Written Warning:** This is a written statement to the employee advising him or her of performance or conduct shortcomings, which warns the employee of possible consequences of further unsatisfactory behaviour. A copy of the warning will be kept in the employee file.

**Suspension with Pay:** Can be for any reasonable length of time as determined by management. May be used where an employee is suspected of serious misconduct, but investigation is required by the Company, or for violations of the drinking/drug or dress code policies.

**Suspension without Pay:** Can be for any reasonable length of time as determined by management. May be used where an employee is suspected of serious misconduct, and dismissal is being considered, but investigation is required by the Company, or for violations of the drinking/drug or dress code policies, or any other policies as set out therein.

**Dismissal Without Cause:** The employment of any employee of KaneffGolf may be terminated at any time without cause, upon the company providing only the minimum notice of termination or termination pay (or severance pay if applicable) or any combination of notice and payment, required by the Employment Standards Act of Ontario.

In the event that the minimum statutory requirements contained in the Employment Standards Act of Ontario as at the date of termination provide any greater benefits than provided in these policies, such statutory payments will replace the payments contemplated above, and shall not be in addition thereto.

Upon providing the notice or pay in lieu thereof as contemplated by the Act, you have no further entitlement to any payments, reasonable notice, damages or compensation whether at common law, equity, by contract or otherwise.

**Dismissal With Cause: The employment of any employee may be terminated, without notice, termination or severance pay, or any other payment by the Company for any just cause at common law. Without limiting the foregoing some examples of conduct which will result in dismissal for cause are as follows:**

- Deliberate destruction of or damage to Company, customer or employee property.
- Any reasonably held belief by the Company that the employee has committed theft (unauthorized removal) or misappropriation (unauthorized storage, transfer or utilization) of customer, employee or Company property, including items found on the company premises.
- Willful falsification of information on employment application or employment documents
- Unauthorized possession of weapons on Company property.
- Immoral conduct or indecency on Company property.
- Fighting or other disorderly conduct on Company property.
- Not returning on time from a leave of absence.
- Sleeping on the job.
- Failure to promptly turn in any found items on Company property no matter of value.
- Insubordination (willful refusal to obey managerial instructions).
- Gross negligence.
- Being in an area where items of value are kept without authorization.
- Punching the timecard of another employee, or falsifying the hours worked on a time sheet.
- Arranging for another to punch in / out for you.
- Threatening or coercing another employee.
- Serious misconduct.

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**Individual Department Procedures**

All employees should be familiar with all procedures for their respective area of work.

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**Acknowledgement and Receipt Of Employee Manual**

I have received a copy of the “Employee Manual”. I understand that the rules, policies and procedures contained here apply to all employees of the Golf Course including me, from the time that I sign this acknowledgement.

I have read this handbook. I understand that it is my obligation to familiarize myself with the policies, rules and procedures set out in this document. I have consulted my Manager on any topics that I felt needed to be clarified. I agree to abide by the rules, policies and procedures of KaneffGolf as stated in this document and realize that failure to follow these rules could result in disciplinary action up to and including my immediate dismissal for cause. I also acknowledge that I will be responsible for complying with future changes to these policies, procedures and rules that are communicated to me. I acknowledge that this manual can be updated from time to time and agree to review the Employee Manual on a timely basis to familiarize myself with updates.

Signature: \_\_\_\_\_

Department: \_\_\_\_\_

Manager: \_\_\_\_\_

Date: \_\_\_\_\_