



Wilfrid Laurier University Students' Union Meeting of the Board of Directors

Location: Students' Union Boardroom, Waterloo
Date: April 28th, 2017, 1:00 PM

The Strategic Ends of the Students' Union

The Organization exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results.

In no specific order of priority, students will benefit from:

- An affordable, accessible, and high quality academic experience
- A safe, sustainable, and empowering environment
- Diverse and inclusive social interaction
- Products and services that cater to the financial needs of students

Land Acknowledgement:

We acknowledge the traditional territory of the Neutral, Anishnawbe, and Haudenosaunee People.

Start	Duration	Agenda Item	Type	Presenter
1:00 PM	1:01 PM	Call to Order & Land Acknowledgement	adm	Chair DeSumma
1:01 PM	1:01 PM	Adoption of Agenda	D	Chair DeSumma
1:01 PM	1:02 PM	Adoption of Consent Agenda: Monitoring Report: GP#2b Monitoring Reports: EL#2j	D	Chair DeSumma President VanHerzele
1:02 PM	1:03 PM	Adoption of Minutes: April 5, 2017	D	Chair DeSumma
1:03 PM	1:04 PM	Regrets	adm	Chair DeSumma
1:04 PM	1:05 PM	Conflicts of Interest	adm	Chair DeSumma
1:05 PM	1:10 PM	Comments from the Chair of the Board & CGO	fi	Chair DeSumma
1:10 PM	1:15 PM	Comments from the President & CEO	fi	President VanHerzele
1:15 PM	1:20 PM	Comments from the Executive Director & COO	fi	ED Champagne
1:20 PM	1:25 PM	Comments from the President & CEO-Elect		President-Elect Brar
1:25 PM	1:35 PM	2017/18 Ends Interpretations	D	President-Elect Brar
1:35 PM	2:30 PM	2017/18 Operating Budget	D	President-Elect Brar
2:30 PM	2:45 PM	2017/18 Governance & Elections Budget	D	Director Plummer
2:45 PM	2:50 PM	End of Year Board Management Delegations Monitoring Report	D	Chair DeSumma
2:50 PM	3:00 PM	End of Year Report on Strategic Evidence	D	President VanHerzele
3:00 PM	3:10 PM	Policy Change: EL#2l	D	Chair DeSumma
3:10 PM	3:10 PM	Item over \$10k Approval - Flood	D	President VanHerzele
3:10 PM	3:15 PM	Elections Review Committee Final Report	D	Directors Kelly & Ricci
3:15 PM	3:20 PM	Items Pulled from the Consent Agenda	if/D	Chair DeSumma
3:20 PM	3:25 PM	New Business & Announcements	fd	Chair DeSumma
3:25 PM	3:30 PM	Incamera	fi	Chair DeSumma
3:30 PM	4:00 PM	Adjournment	D	Chair DeSumma
Total	3 hours			

REMINDERS:

- 1) Congratulations everyone and thank you for a great year!
- 2) Best of luck to President-elect Brar, Chair-elect Plummer, and their respective teams!

LEGEND:

- fi, For Information
- fd, For Discussion
- D, Decision required
- adm, Administrative task
- if, If Required

Governance Process #2b "Board Job Description"

This interpretations-based monitoring report for Governance Process Policy #2c "Board Members' Code of Conduct" is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY GP#2b1: The Board will:

- 1. Provide linkage between the organization and the ownership on governance matters**
 - a. With assistance from each Director at least once per applicable term.**

CGO INTERPRETATION

I define "linkage" as connecting with and acquiring feedback from the moral ownership of the organization. I define "governance matters" as any items that fall within the jurisdiction of the Board that aim to improve the quality of the governance structure of the organization. I define "assistance" as aid in setting up, facilitating, and/or cleaning up after events. I define "applicable term" as any term in which ownership linkage events are offered on either campus.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board is executing a plan that is complete with initiatives, feedback forms, and outcomes.
2. The Board takes into consideration the feedback that the moral ownership offers in policy development and boardroom discussion.
3. Each director has assisted in at least one Ownership Linkage event in both the Fall and Winter terms.
4. No Ownership Linkage event is cancelled due to a lack of Director participation.

EVIDENCE

1. The Board is committed to the plan of the Ownership Linkage Committee. All events and surveys have/will have a feedback component to determine the value of services and initiatives. Outcomes will be evaluated accordingly.
2. The Board has remained cognizant of ownership needs in all discussion. It has aimed to actively engage with the ownership to hear their concerns. These concerns are then brought forward during Ends-based and generative discussion.
3. Every Board member has assisted with an Ownership Linkage event in the Fall semester (Waterloo: Get Involved Fair, OLC Survey, Meet & Eat; Brantford: Info Fair, OLC Survey) and Winter semester (Waterloo: Floats for Votes, Elections Trivia, Year in Review; Brantford: Floats for Votes, Elections Trivia).
4. No Ownership Linkage event has been cancelled due to a lack of Director participation.

I report this section as **COMPLIANT**.

POLICY GP#2b2: The Board will:

- 2. Develop written governing policies that realistically address the broadest level of all organizational decisions and situations, namely as Ends, Executive Limitations, Governance Processes and Board Management Delegation policies.**
 - a. With a review process entailing the Direct Inspection of all active policies**
 - i. Each policy will be reviewed within four years in order to:**
 - 1. Ensure the evidence presented is appropriate and up-to-date;**
 - 2. Ensure the wording of the policy is sound;**

3. Ensure the scope of the organization is captured in the policy.

CGO INTERPRETATION

I interpret “written governing policies” as the policies that provide guidance for the Organization and the Board itself. I interpret “realistically address the broadest level of all organizational decisions and situations” to mean that the Board will think practically and reasonably when developing and administering policies. I define “review process” as the schedule outlining the dates of direct inspection that can be found within GP#2h. I define “direct inspection” to mean that all policies and their monitoring reports will be analyzed in-depth within a four-year cycle. I further this definition to mean that individual committees are mandated to directly inspect specific policies. I define “sound” as meaning that the policy is worded in such a way that appropriately achieves its desired end. I define “scope of the organization” to be the Mission, Vision, and Guiding Principles of the Students’ Union, in addition to the Ends.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board has policies that do not unnecessarily restrict the President/CEO from performing his or her duties.
2. The Board strikes a Direct Inspection committee for each policy being reviewed in a given year, as per the schedule found in GP#2h.
3. All Direct Inspection committees struck in a given year submit a final report to the Board.

EVIDENCE

1. All policies that were reported too restrictive have been repealed, as evidenced in the Policy Manual. The current President has not reported any policies as being too restrictive.
2. The Board has struck a Direct Inspection committee for each policy that can be found in the 2016-2017 year of the policy review cycle.
3. All Direct Inspection committees struck during the 2016-2017 year have submitted a final report to the Board.

I report this section as **COMPLIANT**.

POLICY GP#2b3: The Board will:

- 3. Assure successful organizational performance on Ends and Executive Limitations.**

CGO INTERPRETATION

I define “assure” as taking appropriate action through policies to ensure positive organizational performance. I define “successful organizational performance” as being in compliance with Executive Limitations and Ends policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board enforces a monitoring schedule of Executive Performance according to BMD#2d1.
2. To date, all Executive Limitation policies are either in compliance, or have a robust plan to bring them into compliance.

EVIDENCE

1. The Board approved a monitoring schedule for the President/CEO according to BMD#2d1.
2. This fiscal year, only EL#2d.6 has been found to be out of compliance. The Board has provided President VanHerzele with a coaching letter outlining the policy and the plan to ensure further compliance by the end of their term in office.

I report this section as **COMPLIANT**.

POLICY GP#2b4: The Board will:

- 4 Assure successful Board performance on Governance Processes and Board Management Delegation policies.**

CGO INTERPRETATION

I define “assure” as taking appropriate action through policies to ensure positive organizational performance. I define “successful Board performance” as being in compliance with Governance Processes and Board Management Delegation policies.”

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board enforces a monitoring schedule as outlined in GP#2h.
2. To date, all Governance Process policies are in compliance or have a plan to be brought into compliance.

EVIDENCE

1. The Board approved a monitoring schedule for itself according to GP#2h1.
2. This fiscal year, only GP#2j has been found out of compliance. The CGO has included this particular non-compliance in his transition meetings with the President, the President-Elect, and the CGO-Elect in order to ensure future compliance.

I report this section as **COMPLIANT**.

GLOBAL POLICY STATEMENT GP#2b: As an informed and collective agent of the ownership, the Board will provide specific job outputs that ensure appropriate organizational performance.

CGO INTERPRETATION

I interpret “informed and collective agent of the ownership” as an active, involved, and dedicated Board that speaks as a whole on behalf of the ownership of the organization. This is done in order to ensure the well being of all students at Wilfrid Laurier University whether it is of the present or the future. I define “specific job outputs” as the governance duties, such as ownership linkage initiatives, policy monitoring and development, performance evaluations of the President/CEO and the Board, and Ends development through strategic visioning. I define “ensure appropriate organizational performance” as conducting the proper evaluations of the President/CEO, whether through policy monitoring or mid-/end-of-term performance reviews, to allow the organization to function legally, prudently, and ethically.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All other sections of this policy are reported as compliant.

EVIDENCE

1. All other sections of this policy are reported as compliant.

I report this section as **COMPLIANT**.

This monitoring report for Executive Limitation Policy #2j "Hiring Practices – Unpaid Staff" is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2015/16 fiscal year. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**



Tyler Van Herzele
President and CEO
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

Policy Wording EL#2j1a: The President will not: Operate without up-to-date written hiring procedures that: delineate special circumstances under which deviation from policy would be acceptable;

CEO INTERPRETATION

I interpret "**up-to-date**" as reviewed at least once every 6 months (once per hiring period)

I interpret "**delineate**" as clearly outlining **special circumstances**, which vary on a case-to-case basis and could permit **deviation from policy**.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Hiring policies and procedures are reviewed at least once every 6 months, and are updated as necessary.
- 2) There is a clearly outlined "special circumstances" section in the Union's hiring procedures that describes when it is viable to deviate from policy and make an exception

EVIDENCE

- A) The last review/update of the hiring procedures was conducted in September 2016 and the process is continually reviewed, and is therefore sufficiently up-to-date.

- B) Volunteer Hiring Procedures (Appendix A)
- Section 3.5.14.1 (Delineation of Hiring Policy)

I report this section as **COMPLIANT**

Policy Wording EL#2j1b: The President will not: Operate without up-to-date written hiring procedures that: are readily available and easily understood by hiring staff and applicants;

CEO INTERPRETATION

I interpret “ **readily available**” as easily accessible by any and all interested parties looking for the information.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1) Potential applicants can access the hiring procedures without barriers, and should any questions arise, Students' Union Staff within the hiring function will be able to answer them.

EVIDENCE

- A) Students' Union Website (Appendix B)
- Potential applicants can access the Unpaid Staff Hiring Procedures document through the Students' Union website

I report this section as **COMPLIANT**

Policy Wording EL#2j1c: The President will not: Operate without up-to-date written hiring procedures that: delineate situations in which an applicant would not be considered for a position; and

CEO INTERPRETATION

I interpret “ **delineate**” as described and outlined above.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1) There are clearly outlined expectations of situations where potential applicants will not be considered for a position in the hiring procedures.

EVIDENCE

A) Volunteer Hiring Procedures (Appendix A)

- Section 3.5.10 (Selecting Candidates for interviews)
 - This section outlines how applicants are chosen for interviews, and the criteria for when an applicant would be declined an interview.
- Section 3.5.14.1.8 (Delineation of Hiring Policy)
 - This outlines the circumstances under which an applicant may be declined a position in favour of another applicant.

I report this section as **COMPLIANT**

Policy Wording EL#2j1d: The President will not: Operate without up-to-date written hiring procedures that: follow a well-defined and widely recognized practice.

CEO INTERPRETATION

I interpret “**well-defined and widely recognized practice**” as a procedure used by comparable organizations.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The hiring policies that are used are fair and equitable and allow opportunities for all undergraduate students;
- 2) The unpaid staff hiring policies are similar to other student organizations in Ontario.

EVIDENCE

A) Queen's University AMS Student Government Volunteering Policy and Procedures (Appendix C)

- This document outlines the hiring policies for volunteers within the Queen's AMS. Sections 7 (Notification to applicants), 10 (Cooperation hiring committees), 12 (Interview Principles), 14 (reference checks), 15.1 & 15.2 (Selection) all relate directly to the Students' Union policies

I report this section as **COMPLIANT**

Policy Wording EL#2j2: The President will not: Operate without protection against improper access to publicly discernible identifiable information.

CEO INTERPRETATION

I interpret “**protection**” as preventative measures taken to avoid potential negative outcomes.

I interpret “**improper access to publically discernible identifiable information**” as the release of confidential and private information gathered throughout the hiring process being available to parties not included in the hiring process. This means limiting the knowledge of the information to only those who are relevant in the hiring procedure and nobody else.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) There are specific procedures for accepting, storing and recording any personal information from applicants that prevent access from the public.
- 2) Hiring information is available only to those who require access within the organization including Hiring and Recruitment staff, employees in the Finance and Administration department, the Executive Director and the President and CEO.

EVIDENCE

- A) Hiring & Recruitment Confidentiality Agreement (Appendix D)
 - Signed by all members of the Hiring and Recruitment committee which is in charge of unpaid staff interviews and application marking.
- B) Unpaid Staff Interview Script (Appendix E)
 - Script that is read by Hiring & Recruitment representation before each interview.
- C) Volunteer Hiring Procedures (Appendix A)
 - Section 3.5.8 (Training)
 - Outlines the repercussions and process used for breaches in confidentiality.
- D) Online Personnel Information (Appendix F)
 - All online information is password protected, with access monitored and granted by the VP: Finance & Administration.
- E) Physical Personnel Files are kept in a locked cabinet, which is only accessible and monitored by the VP: Finance & Administration.

I report this section as **COMPLIANT**

Policy Wording EL#2j3: The President will not: Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.

CEO INTERPRETATION

I interpret “**unnecessarily complex or restrictive**” as overly confusing, difficult to understand of prescriptive given the position being applied for.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1) Hiring procedures are consistent and determined by the level of the position being applied for (General Volunteer, Executive, Coordinator)

EVIDENCE

- A) Volunteer Hiring Procedures (Appendix A)
 - Section 3.5.12 (Weighted Assessments)
 - This section outlines the components of applications based on level of position (E.g. General volunteer, Executive Volunteer, Coordinator etc.)

I report this section as **COMPLIANT**

Policy Wording EL#2j4: The President will not: Operate without taking into account previous formal performance appraisals or documented disciplinary action generated by the Organization.

CEO INTERPRETATION

I interpret the above statement as written.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1) The hiring procedures dictate that previous performance appraisals and documented disciplinary action must be taken into account and considered.

EVIDENCE

- A) Volunteer Hiring Procedures (Appendix A)
 - Section 3.5.16 (Final Recommendation)
 - This section outlines the mandated use of past performance appraisals in the hiring decision, when available.

I report this section as **COMPLIANT**

Policy Wording EL#2j5: The President will not: Operate without providing access to personalized feedback to applicants that will assist them in future applications.

CEO INTERPRETATION

I interpret “**providing access**” as making personalized feedback available to applicants with further details available upon request.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Applicants are explained the feedback process (and how to request such feedback) during their interview or application procedure.
- 2) Applicants are given feedback relative to their hiring experience, and the VP Finance and Administration and/or the AVP of Finance and Administration make themselves available should the applicant want more information.

EVIDENCE

- A) Unpaid Staff Interview Script (Appendix E)
 - This script is read at the start of all Unpaid Staff interviews. It outlines how and where concerns can be addressed.
- B) Generic Regret Email (Appendix G)
 - This is a template of the email that would be sent to unsuccessful applicants. In the email it provides an avenue to gain feedback as well as the relevant contact information.

I report this section as **COMPLIANT**

Policy Wording EL#2j6: The President will not: Allow applicants to be unaware of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**reasonable interpretation**” as an interpretation of the policies that any reasonable person may provide.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Applicants are aware of the existence of policies during the process, and they are made available for viewing by the Students' Union. A
- 2) Applicants are informed of the processes available to them should they feel they have not been accorded their rights as outlined in the policy.

EVIDENCE

A) Volunteer Hiring Procedures (Appendix A)

- Section 3.5.15 (Appeals Process)
 - This section outlines the process that an applicant can go through should they feel they have not been accorded a reasonable interpretation of their rights as outlined elsewhere in the policy.
 - The section also outlines the criteria which can warrant an appeal.

B) Students' Union Website (Appendix B)

- Applicants considering making an appeal can access the Unpaid Staff Hiring Procedures document through the Students' Union website.

I report this section as COMPLIANT.

Global Policy Statement Wording EL#2j: With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

CEO INTERPRETATION

I interpret “ **unfair, disrespectful or prohibitive**” as conditions that do not treat the applicants equally, or unfairly restrict their ability to apply for a given position.

I interpret “**biased**” as conditions that favour one group or person over another based on personal or previous connections.

I interpret “**ambiguous**” as conditions that are vague to the point where too many interpretations can be made outside the desired scope set by the Students' Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

All sections of EL#2J are in compliance.

EVIDENCE

A) All sections of this report are in compliance.

I report this section as **COMPLIANT**

3.5 Volunteer Hiring Procedures

The purpose of this policy shall be to outline the process which must be followed when hiring any person for a volunteer position, whether that volunteer position is Coordinator, Executive, or General.

3.5.1 Categories

3.5.1.1 All volunteer positions within the Students' Union shall fall into one of the following categories:

- 3.5.1.1.1 Coordinator (c);
- 3.5.1.1.2 Executive (e);
- 3.5.1.1.3 General (g); and
- 3.5.1.1.4 Special Skills (ss)

3.5.2 Positions

3.5.2.1 All level of volunteer positions within the Students' Union shall be listed in the following section

3.5.2.2 Positions may be created by the Vice President and/or Associate Vice President of the department, in consultation with the Management Team, on a one-year trial basis. Should the position become permanent after one year, the said position and its classification shall be included in this policy.

3.5.2.3 Beside each volunteer position shall be a letter indicating the category into which the position falls:

- 3.5.2.3.1 Coordinator – (c);
- 3.5.2.3.2 Executive – (e);
- 3.5.2.3.3 General – (g);
- 3.5.2.3.4 Special Skills – (ss): Those positions are those of a nature that requires certain skills in order to hold the position (Emergency Response Team).
 - 3.5.2.3.4.1 These positions shall be subject to the hiring practices; however, the Hiring panel does have the right not to recommend a candidate for hiring if they do not possess the skills required.

3.5.2.4 The appropriate Vice President, Associate Vice President, or Coordinator, in consultation with the Vice President: Finance and Administration, shall determine the number of positions that shall be open to all students for each position.

3.5.2.5 The Vice President and/or Associate Vice President of the department may not remove any committees from their department, as listed within their departmental policy, without the majority approval of the Management Team.

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3.5.2.6 No new positions shall be added without consultation with the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration.

3.5.3 Position Listing

3.5.3.1 The Vice President: Finance & Administration will maintain a listing of all volunteer positions at all times. This listing must indicate what category (Coordinator, Executive, and General) each position falls under.

3.5.3.2 The Hiring and Recruitment Coordinators will have access to open positions on the hiring website in consultation with the (A) VP: Finance and Administration. A list will be provided to the VP: Finance and Administration.

3.5.4 Term

3.5.4.1 The term for those positions hired during spring hiring shall begin on May 1st of that year and shall continue until April 30th of the subsequent year.

3.5.4.1.1 The term for those positions hired any other time than spring shall begin when successful applicants are notified and ends on April 30th of the subsequent year.

3.5.5 Double-Hiring

3.5.5.1 Realizing that as many students as possible should be able to volunteer within the Students' Union, the Students' Union shall impose the following limits on the number of volunteer positions that any one (1) student can hold at any one (1) time:

3.5.5.1.1 One (1) Coordinator position and one (1) General volunteer position;

3.5.5.1.2 One (1) Executive position and two (2) General volunteer position;

3.5.5.1.3 Three (3) General volunteer positions.

3.5.5.2 The Vice-President: Finance & Administration and/or Associate Vice President: Finance & Administration may allow a student to hold more positions than are allowed in Policy 3.5.5.1 if one or more positions have primary responsibilities that exist only on a seasonal basis, or there is an unfulfilled need for one or more of the positions (for example, Icebreaker).

3.5.6 Conflicts of Interest

3.5.6.1 In order to protect the integrity of the hiring process it may be required for a member of a hiring panel to excuse themselves from an interview or other involvement in the hiring process.

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3.5.6.2 Incidences where a conflict of interests exists include:

3.5.6.2.1 The applicant is a family member or relative of a member of the hiring panel.

3.5.6.2.2 The applicant is a current or former significant other of a member of the hiring panel.

3.5.6.2.3 The applicant is a current or former roommate of a member of the hiring panel.

3.5.6.2.4 The applicant is a close friend of a member of the hiring panel.

3.5.6.2.5 The applicant has significant personal history with a member of the hiring panel that may impact their objectivity or judgment.

3.5.6.2.6 The applicant has approached a member of the hiring panel asking for favourable treatment, regardless of whether or not the request was intended to be fulfilled.

3.5.6.2.7 The hiring committee representative has applied for the position the applicant is going for in the past.

3.5.6.2.8 Any other circumstance deemed by the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration to be a conflict of interest.

3.5.6.3 Remedies for conflict of interests that are not addressed beforehand will be determined by the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration

3.5.6.4 If, for whatever reason, the hiring committee representative does not remove themselves in situations where conflicts of interest arise, disciplinary actions will be taken with the Hiring Coordinator and the (A) VP: Finance and Administration. Disciplinary actions could be anything from a strike, to termination of their position and a DNR placed on their account, in which they will be removed from all volunteer possibilities from the Students' Union.

3.5.7 Hiring Panels

3.5.7.1 All online applications will be marked by a Hiring & Recruitment Committee representative.

3.5.7.2 For Coordinator hiring, one Hiring & Recruitment Committee Representative and the appropriate Vice President and/or Associate Vice President will conduct all interviews.

3.5.7.3 For Executive hiring, one Hiring & Recruitment Committee Representative and the appropriate Coordinator shall conduct all interviews. The appropriate Vice President and/or Associate Vice President may also take the place of the Coordinator during conflicts of interest or the coordinator is unable to attend the interview at the request of the Coordinator, although this practice should be

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discouraged.

3.5.7.4 For General hiring that contains an interview component, one Hiring & Recruitment Committee Representative and the appropriate Coordinator or Executives shall conduct any interviews that are required. The appropriate Vice President and/or Associate Vice President may also take the place of the Coordinator/Executives during conflicts of interest or the coordinator is unable to attend the interview at the request of the Coordinator, although this practice should be discouraged.

3.5.7.4.1 Emergency Response Team special skills interviews will be conducted by the Emergency Response Team Coordinator and a hiring committee representative.

3.5.7.5 Orientation Week Specific Volunteers

3.5.7.5.1 Orientation Team (Head Ices and Executives) will have one hiring committee representative, and the Orientation and Transition Coordinator

3.5.7.5.2 Icebreaker interviews will be conducted in a carousel format and will be conducted by the Orientation Team (Executives), hiring committee representatives, and select members of the Management Team.

3.5.7.5.3 Icebreaker interviews on the Brantford Campus will be conducted in the same fashion

3.5.8 Training

3.5.8.1 The Hiring & Recruitment committee is responsible for training all volunteers who will be conducting interviews. Training will consist of the following:

3.5.8.1.1 Why the Students' Union conducts hiring and the purpose of developing and maintaining fair and equitable hiring system;

3.5.8.1.2 The STARR mark allocation scheme;

3.5.8.1.3 The opportunity to practice applying STARR through example questions and answers;

3.5.8.1.4 The necessity of having professionalism and the impact of body language during interviews;

3.5.8.1.5 The policies and procedures regarding confidentiality of the STARR marking scheme, applicant information, etc.

3.5.8.2 Every member of the Hiring & Recruitment committee and committee coordinators that will be conducting interviews and/or marking application answers must sign confidentiality agreements.

3.5.8.3 A breach of confidentiality will result in a review of performance by the (A) Vice President: Finance and Administration and Vice President of the department, which may result in the loss of the volunteer's position within the Students' Union

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with a general DNR placed on their account.

3.5.9 Notification and Marking of Applications

3.5.9.1 Once the position ticket has closed on hiring.yourstudentsunion.ca the responses of each applicant must be scored according to STARR.

3.5.9.2 All members of the Hiring and Recruitment committee, and the (A)VP: Finance and Administration will be responsible for marking all applications in a timely manner. Marking will be attempted to be completed based on the following deadlines:

3.5.9.2.1 Coordinator Applications will be marked within 48 hours of the position closing

3.5.9.2.2 Executive Applications will be marked within 72 hours of the position closing

3.5.9.2.3 General applications will be marked within two (2) weeks of the position closing

3.5.9.2.4 Special Skill and Orientation Week Specific General positions will be marked within one (1) week of the position closing in order to allow for special skills interviews or carousel interviews.

3.5.9.3 Notification to all applicants who apply, successful or not, will be sent out over the hiring.yourstudentsunion.ca mailing system and will be sent to the applicants @mylaurier.ca account.

3.5.10 Selecting Candidates for Interviews

3.5.10.1 Due to limited time and resources, not every candidate will always get an interview. The following policy outlines how and when to set cut off points for candidates. Please note, cut off points may change based off of the caliber of applicants in that hiring season. The Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration reserves the right to select fewer or more candidates for interviewing based on the caliber of applicants as it changes from year to year.

3.5.10.1.1 Any candidate scoring over 65% for a Coordinator volunteer position shall receive an interview to a maximum of four (4) candidates;

3.5.10.1.2 Any candidate scoring over 60% for executive volunteer positions shall receive an interview to a maximum of double that of the amount of positions being offered at that time;

3.5.10.1.2.1 In the case that only one (1) or two (2) positions are being offered, a maximum of five (5) candidates shall receive an interview.

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3.5.10.1.2.2 If more than double the amount of applicants for positions receive higher than an 80% on their online application they will also be selected for the interview process.

3.5.10.1.3 General volunteer hiring primarily operates without interviews; however, in the case that interviews are conducted for general volunteer positions the following policies will apply:

3.5.10.1.3.1 Candidates scoring above 60% on their online application or the top-qualifying candidates shall receive an interview to a maximum of double that of the number of positions being offered at that time. If only one (1) or two (2) positions are being offered, a maximum of five (5) candidates shall receive an interview;

3.5.10.1.3.2 Emergency Response Team shall also conduct interviews. Candidates scoring above 50% on their online application or the top-qualifying candidates shall receive an interview to a maximum of double that of the number of positions being offered at that time. If only one (1) or two (2) positions are being offered, a maximum of five (5) candidates shall receive an interview. Additionally there will be a practical component assessing the applicant's knowledge of First Aid and Cardiopulmonary Resuscitation response knowledge and techniques.

3.5.10.1.3.3 For Orientation Week Specific volunteers (Icebreaker), candidates scoring over 75% on their online application will be selected for a carousel style interview.

Please note that percentages may change depending on the caliber of applicants each year.

3.5.11 Hiring Process

3.5.11.1 The following process applies to **Coordinator** hiring:

3.5.11.1.1 The position will be posted online at hiring.yourstudentsunion.ca. Applicants must answer five behaviour-based questions in STARR format and one non-behaviorally based question, to test the knowledge of their understanding of the roles and responsibilities of the position they are applying to, in order to submit an application.

3.5.11.1.2 In accordance with Policy 3.5.9.1.1, some applicants will be selected for an interview. Only one applicant will be interviewed at a time. The interview will consist of the following components;

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3.5.11.1.2.1 Three (3) behaviour-based questions that are required to be answered in STARR format with 5 minutes to answer each question and one non-STARR based question, to test the knowledge of their understanding of key responsibilities for the role.

3.5.11.1.2.1.1 If the applicant is a student who requires services from accessible learning, accommodations will be made for the interview that best suit them, provided documentation.

3.5.11.1.2.2 Applicants receiving an interview will also bring a one page maximum cover letter to hand in to the Vice President of the department for marking.

3.5.11.1.2.3 Applicants receiving an interview will also be asked to prepare a presentation outlining their goals and initiatives for the year, their views of the roles and responsibilities for the position, as well as why they would best fit the role. Applicants will have at maximum eight (8) minutes to complete this.

3.5.11.1.2.4 Immediately following the presentation, the Hiring Panel (excluding the Hiring Committee Representative) will have five (5) minutes to ask clarifying questions, situational questions or any other additional questions they deem relevant to the position.

3.5.11.1.2.4.1 Any situational questions that the Vice-President chooses to ask during the Question and Answer period must be submitted to the (A)VP: Finance and Administration beforehand and must remain the same for all applicants applying for the same position.

3.5.11.1.3 Once all marks are entered into the hiring system immediately following the interview, the appropriate Vice President and/or Associate Vice President will deliberate with the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration.

3.5.11.1.4 All applicants must possess a Grade Point Average (GPA) above a 5.0 out of 12.0 in order to be considered for a position unless they successfully appeal based on the policies outlined in section 3.5.13.

3.5.11.2 The following process applies to **Executive** hiring:

3.5.11.2.1 The position will be posted online at hiring.yourstudentsunion.ca. Applicants must answer four behaviour-based questions in STARR format and one non-behaviorally based question, to test the knowledge of their understanding of

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the roles and responsibilities of the position they are applying to, in order to submit an application.

3.5.11.2.2 In accordance with Policy 3.5.9.2.1, some applicants will be selected for an interview. Only one applicant will be interviewed at a time. The interview will consist of the following components;

3.5.11.2.2.1 Three (3) behavioural-based questions, which will be required to be answered in STARR format with 5 minutes to answer each question and one non-STARR based question, to test the knowledge of their understanding of key responsibilities for the role.

3.5.11.2.2.1.1 If the applicant is a student who requires services from accessible learning, accommodations will be made for the interview that best suit them, provided documentation.

3.5.11.2.2.2 Applicants receiving an interview will also bring a one page maximum cover letter to hand in to the Coordinator of the committee for marking.

3.5.11.2.2.3 Applicants receiving an interview will also be asked to prepare a presentation outlining their goals and initiatives for the year, their views of the roles and responsibilities for the position, as well as why they would best fit the role. Applicants will have at maximum eight (8) minutes to complete this.

3.5.11.2.2.4 Immediately following the presentation, the Hiring Panel (excluding the Hiring Committee Representative) will have five (5) minutes to ask clarifying questions, situational questions or any other additional questions they deem relevant to the position.

3.5.11.2.2.4.1 Any situational questions that the Coordinator chooses to ask during the Question and Answer period must be submitted to the (A)VP: Finance and Administration beforehand and must remain the same for all applicants applying for the same position.

3.5.11.2.3 Once all marks are entered into the hiring system immediately following the interview, the appropriate Coordinator will deliberate with the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration.

3.5.11.2.4 All applicants must possess a Grade Point Average (GPA) above a 5.0 out of 12.0 in order to be considered for a position unless they successfully appeal based on the policies outlined in section 3.5.13.

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3.5.11.3 The following process applies to **General** hiring:

3.5.11.3.1 The position will be posted online at hiring.yourstudentsunion.ca. Applicants must answer two (2) behaviour-based questions in STARR format and one non-behaviorally based question, to test the knowledge of their understanding of the roles and responsibilities of the position they are applying to, in order to submit an application. Additionally, they will have to provide us with a personal statement.

3.5.11.3.2 If interviews are required for the position, applicants will be selected in accordance with Policy 3.5.9.1.3. The interview will consist of two (2) behaviour-based questions, which will be required to be answered in STARR format.

3.5.11.3.3 Once all marks are entered, the appropriate Coordinator will deliberate with the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration.

3.5.11.3.4 All applicants must possess a Grade Point Average (GPA) above a 5.0 out of 12.0 in order to be considered for a position unless they successfully appeal based on the policies outlined in section 3.5.13.

3.5.11.4 The following process shall apply for **Icebreaker** hiring:

3.5.11.4.1 The position will be posted online at hiring.yourstudentsunion.ca. Applicants must answer two (2) behaviour-based questions in STARR format and one non-behaviorally based question, to test the knowledge of their understanding of the roles and responsibilities of the position they are applying to, in order to submit an application.

3.5.11.4.2 Candidates selected for interview shall be chosen in accordance with **Policy 3.5.9.1.3.4**. The interview will consist of the following elements;

3.5.11.4.2.1 They shall attend a carousel interview format that will consist of a minimum of four (4) activity-based stations, which will change from year to year depending on the Orientation and Transition Coordinator, Hiring and Recruitment Coordinators, and Management Team.

3.5.11.4.2.2 Applicants shall be interviewed in a group setting. The Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration shall determine the appropriate group size prior to the beginning of interviews based on the intended amount of volunteers to be hired, the size of the applicant pool, and taking into account how group dynamics are affected by varying group membership.

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3.5.11.4.3 Once all marks are entered, the Orientation and Transition Coordinator shall deliberate with the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration to compile a list of applicants to be hired.

3.5.11.4.4 All applicants must possess a Grade Point Average (GPA) above a 5.0 out of 12.0 in order to be considered for a position unless they successfully appeal based on the policies outlined in policy 3.5.13.

3.5.11.5 The following process applies to **Special Skills hiring** (Emergency Response Team):

3.5.11.5.1 The position will be posted online at hiring.yourstudentsunion.ca. Applicants must answer two (2) behaviour-based questions in STARR format and one non-behaviorally based question, to test the knowledge of their understanding of the roles and responsibilities of the position they are applying to, in order to submit an application.

3.5.11.5.2 Applicants applying for a Special Skills position must then complete a supplemental interview meant to evaluate their respective skills. The VP: Finance & Administration must approve the marking scheme for this component.

3.5.11.5.3 Once all marks are entered, the appropriate Coordinator will deliberate with the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration. Any applicants not possessing the appropriate skill level will not be considered eligible for hiring.

3.5.11.5.4 All applicants must possess a Grade Point Average (GPA) above a 5.0 out of 12.0 in order to be considered for a position unless they successfully appeal based on the policies outlined in policy 3.5.13.

3.5.12 **Weighted Assessments**

3.5.12.1 Different levels of positions will require unique weighting to accurately reflect the qualifications sought in applicants for varying position types.

3.5.12.2 The following weighting shall apply to Coordinator hiring:

3.5.12.2.1 Online application will be worth 30% of the overall score

3.5.12.2.2 Interview performance will be worth 30% of the overall score

3.5.12.2.3 Presentation will be worth 30% of the overall score

3.5.12.2.4 Cover letter performance will be worth 10% of the overall score.

3.5.12.3 The following weighting shall apply to Executive hiring:

3.5.12.3.1 Online application will be worth 30% of the overall score

3.5.12.3.2 Interview performance will be worth 30% of the overall score

3.5.12.3.3 Presentation will be worth 30% of the overall score

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3.5.12.3.4 Cover letter performance will be worth 10% of the overall score.

3.5.12.4 The following weighting shall apply to general hiring of volunteers on the Waterloo Campus:

3.5.12.4.1 Online application will be worth 75% of the score

3.5.12.4.2 Personal Statement will be worth 25% of the score

3.5.12.5 The following weighting shall apply to Icebreaker hiring on the Waterloo and Brantford campuses:

3.5.12.5.1 Online application will be worth 40% of the overall score

3.5.12.5.2 Carousel interview performance will be worth 60% (4 stations X 15%) of the overall score

3.5.13 GPA Policy

3.5.13.1 Applicants can be hired with a GPA lower than 5.0 out of 12.0 if one of the following is true (documentation may be required):

3.5.13.1.1 The applicant shows an action plan and/or proof that their overall GPA will be above a 5.0 by the end of the current academic term before applications are due

3.5.13.1.2 The applicant is able to prove that they will end the current academic term with a GPA higher than a 7.0 before applications are due

3.5.13.1.3 The applicant can show extenuating circumstances that prevented them from or negatively impacted their previous academic performance that is in the process of being resolved before applications are due.

3.5.13.1.4 The applicant is in a program that requires a lower than 5.0 GPA to remain in good academic standing. Proof must be provided of program enrollment before applications are due.

3.5.14 Delineation of Hiring Policy

3.5.14.1 The following policies describe any delineation that may occur during hiring:

3.5.14.1.1 The Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration shall not allow students to submit online applications past the deadline, unless a technical issue on our behalf caused a student not to be able to submit an application on time.

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3.5.14.1.2 The Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration may also choose to allow students to submit an application past the deadline if the students were dealing with a family emergency or other serious situation if documentation is provided.

3.5.14.1.3 If marking discrepancies are discovered when reviewing interview marks, and the discrepancies will effect a hiring decision, the matter will be investigated by the Vice-President: Finance & Administration and/or Associate Vice President: Finance & Administration.

3.5.14.1.3.1 The (A) VP: Finance and Administration will then remark the application with their discretion in order to determine if there marks received were warranted. If it is found that the marks were not warranted, the hiring panel will be called back in and asked to explain their marking.

3.5.14.1.4 If there are significant differences between the submitted presentation marks for a committee, the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration reserves the right not to input those mark if they feel there has been a misuse or abuse of the presentation component.

3.5.14.1.5 A member of the hiring panel inserted bias into the hiring process and as a result unnecessarily penalized the candidate.

3.5.14.1.5.1 If this is found true, the A (VP): Finance and Administration will investigate the claim within 48 hours by meeting with the hiring panel. If it is found that the hiring panel inserted bias into the process the following could, but not limited to, occur:

3.5.14.1.5.1.1 The panel or member of the panel will receive a final warning and be put on probation at the discretion of the VP: Finance and Administration as well as the VP of the department

3.5.14.1.5.1.2 The panel or member of the panel will be terminated from their positions and a specific DNR will be placed on their account

3.5.14.1.5.1.3 The panel or member of the panel will be terminated from their positions and a general DNR will be placed on their account. Furthermore, they will be no longer welcome to volunteer within the Students' Union.

3.5.14.1.6 A member of the hiring panel improperly applied the mark allocation schemes, which lead to a candidate's performance to be ranked lower than it otherwise would have.

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3.5.14.1.6.1 If this is found true, the A(VP): Finance and Administration will investigate the claim within 48 hours by meeting with the hiring panel.

3.5.14.1.7 The applicant experienced unfair treatment by a member of the hiring panel or staff that was not appropriate or warranted.

3.5.14.1.7.1 If this is found true, the A(VP): Finance and Administration will investigate the claim within 48 hours by meeting with the hiring panel. If it is found that the hiring panel exhibited unfair treatment to the applicant the following could, but not limited to, occur:

3.5.14.1.5.1.1 The panel or member of the panel will receive a final warning and be put on probation at the discretion of the VP: Finance and Administration as well as the VP of the department

3.5.14.1.5.1.2 The panel or member of the panel will be terminated from their positions and a specific DNR will be placed on their account

3.5.14.1.5.1.3 The panel or member of the panel will be terminated from their positions and a general DNR will be placed on their account. Furthermore, they will be no longer welcome to volunteer within the Students' Union.

3.5.14.1.8 During deliberations with the appropriate Vice President or Coordinator, the Vice President: Finance & Administration and/or Associate Vice President: Finance & Administration will present a list of the applicants, ranked in random order. The applicants with the highest overall marks must be hired, unless one of the following things is true:

3.5.14.1.8.1 An applicant who would otherwise be hired has a previous performance appraisal rating them as a Do Not Rehire with reason.

3.5.14.1.8.2 An applicant that is within a range of plus/minus 5 overall marks of an applicant who would otherwise be hired has demonstrated superior performance, as evidenced by previous appraisals.

3.5.14.1.8.3 The appropriate Vice President or Coordinator has submitted signed documentation with proof outlining serious safety or confidentiality concerns about an applicant who would otherwise be hired.

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3.5.14.1.8.4 The applicant does not have the required GPA of 5.0 out of 12.0 and an appeal has not been made to the (A) VP: Finance and Administration before the position close date.

3.5.14.1.8.5 Misleading information

3.5.14.1.8.6 The applicant has a past history, with proven documentation, having a negative attitude over social media towards Students' Union events or positions.

3.5.14.1.8.7 The applicant has held a higher position within the last school year on the same committee

3.5.14.1.9 For Emergency Response Team, if an applicant does not show adequate Standard First Aid and CPR Level C skills in their special skills portion of the interview process.

3.5.14.1.10 Any other incidents that arise that are deemed a concern by the (A) VP: Finance and Administration. This is not an exhaustive list.

3.5.15 Appeals Process

3.5.15.1 The following hiring appeal process shall be valid for all student positions in Students' Union except for: Vice Presidential and Associate Vice Presidential hiring.

3.5.15.2 Any individual who has applied and has been rejected for positions within the Students' Union has the right to appeal said decision(s), within seven (7) calendar days of the results being announced.

3.5.15.3 The appeal must be based on the grounds listed below:

3.5.15.3.1 Discrimination shall include, but not be limited to the following: race, national or ethnic origin, colour, religion, sex, sexual orientation, age, or mental or physical disability.

3.5.15.3.2 Violation(s) of the respective Hiring Policy.

3.5.15.4 All those appeals that are in regards to a violation of human rights shall be forwarded immediately to the Vice President: Finance & Administration for investigation.

3.5.15.5 The appeals process shall be initiated by a letter outlining the student's grounds for appeal, which shall be submitted to the (A) Vice President: Finance & Administration.

3.5.15.5.1 If the appeal is directed towards the (A) Vice President: Finance & Administration, the appeal shall be submitted to the President.

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3.5.15.6 The (A) Vice President: Finance & Administration shall, within five (5) business days offer to meet with the complainant to discuss the matter. Within three business days of the meeting, the (A) Vice President: Finance & Administration shall meet with the appeal panel consisting of the Human Resource Specialist, and the Director of Student Experience where a decision will be made.

What's Available?

The Students' Union employs about 250 part-time staff during peak operation across both Brantford and Waterloo campuses. We operate Golden Grounds Coffee Pub, Williams Fresh Cafe and U-Desk in Brantford, as well as Wilf's Restaurant & Bar, Turret Nightclub and U-Desk in Waterloo.

In addition, we hire over 1000 student volunteers to help us run our programming throughout the school year.

If you are interested in any of the above opportunities, check out the sections below to see what positions we currently have available. If you don't see something that interests you now, be sure to check back frequently as we post positions at varying times throughout the year.

Good luck!

Interested in Volunteering?

To submit an application online, please visit our hiring site.

To learn more about the STARR hiring system, visit starr.yourstudentsunion.ca

Click here to see our volunteer hiring manual.

If you have questions about a past application or performance as a volunteer please contact Marley Wildish, Vice President: Finance & Administration at suvpfa@wlu.ca to set up a feedback meeting!

We're looking for feedback on our hiring process, whether you've volunteered with us before or not! Share your feedback here.

The Students' Union is committed to providing diverse and inclusive programming for all students. This includes hiring a diverse and representative group of volunteers. We welcome and encourage applications from qualified individuals of all genders, sexual orientations, persons with disabilities, and persons of a minority. In your application process, if you require an accommodation due to a disability please contact Marley Wildish, Vice President: Finance & Administration at suvpfa@wlu.ca

Looking for Employment Opportunities?

Part-time opportunities hold hiring periods in December/January for the Winter Term, March/April for the following academic year, and in August/September for Fall Term. Resumes are accepted throughout the year and positions will be filled on an as-needed basis.

Full-time opportunities are posted when positions become available.

Click here to read our [paid staff hiring process](#).

The Students' Union is committed to providing diverse and inclusive programming for all students. This includes hiring a diverse and representative group of employees. We welcome and encourage applications from qualified individuals of all genders, sexual orientations, persons with disabilities, and persons of a minority. In your application process, if you require an accommodation due to a disability please contact Shawna Wey, Human Resources Generalist at swey@wlu.ca.

POLICY

[VIEW OUR POLICIES HERE](#)

Please leave your feedback here. *

Would you like a response to your feedback?

- Yes
 No



**AMS
HIRING AND APPOINTMENT
POLICY AND PROCEDURES
MANUAL**

Amendments

Sections 10, 17 and 26 Approved by the Board of Directors
All other sections approved by Assembly and the Board of Directors

26 Feb 1998	29 Oct 1998	8 Apr 1999	6 Apr 200	20 Sept 2001	1 Nov 2001
15 Jan 2002	12 Sept 2002	5 Feb 2004	26 Feb 2004	14 Oct 2004	27 Jan 2005
6 Oct 2005	17 Jan 2006	26 Jan 2006	Oct 2006	Jan 2008	Mar 2008
18 Sept 2008	3 Nov 2008	5 Mar 2009	19 Mar 2009	17 Sept 2009	1 Oct 2009
29 Oct 2009	22 Jan 2010	18 Feb 2010	11 Mar 2010	11 Nov 2010	7 Apr 2011
22 Mar 2012	17 Jan 2013	21 Mar 2013	Sept 2013	Jan 2014	13 Feb 2014
Sept 2014	14 Oct 2014	13 Nov 2014	12 Jan 2015	29 Jan 2015	3 Dec 2015
31 Jan 2017	15 Feb 2017				

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INTRODUCTION

The policies, procedures and philosophy set out in this document are intended to apply to all positions offered by the AMS. However, the sheer number and diversity of positions offered and the many forms of recognition make exceptions inevitable. Wherever possible these exceptions or the non-applicability of certain sections are noted.

Nevertheless, a document such as this cannot possibly anticipate all the myriad of questions, problems, and exceptions that inevitably arise. In the event that a matter is not directly addressed by this manual, and in particular in the event time deadlines do not permit full adherence to the procedures contained herein, the AMS Executive shall be responsible for determining the proper course of action, and be allowed departure from procedure in these special circumstances. In the exercise of their discretion, the Executive shall be guided as much as possible by the spirit of this document.

This document supersedes any hiring and appointment policies outlined in Policy Manuals 1 through 4.

This document is to apply to all positions within the Alma Mater Society, including but not limited to, the following categories:

- a) salaried full-time (e.g. commissioner, director, managers)
- b) salaried part-time (e.g. assistant manager, Orientation, Government service managers)
- c) salary + commission (e.g. Studio Q and Queen's Journal positions)
- d) honoraria (e.g. Studio Q, Queen's Journal, Deputy Commissioners)
- e) minimum wage (e.g. service staff)
- f) minimum wage + (e.g. part-time receptionist)
- g) commission (e.g. sales representatives)
- h) volunteers (e.g. committee chair and member)

AMS HIRING AND APPOINTMENT POLICIES AND PROCEDURES MANUAL

DEFINITIONS

“Department Head” refers to any salaried staff member who is responsible for the supervision of a service, office or commission.

“Major Service” refers to any major corporate service under the portfolio of the Vice President (Operations) including, but not limited to, Queen’s Student Constables, The AMS Pub Services, Common Ground, Walkhome, StudioQ, The Queen’s Journal, Tricolour Outlet and the Publishing and Copy Centre.

1. GUIDING PRINCIPLES

1.1 The AMS shall act in full compliance with all applicable Ontario and federal legislation and thus shall not discriminate between applicants on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, religion, and disability.

1.2 The AMS shall seek to attract student applicants who possess the attributes necessary for them to perform their work to a high standard of competence and efficiency.

1.3 The AMS shall seek to recruit and hire students from all member faculties.

1.4 The AMS shall seek to offer opportunities to as many different students as possible, without compromising the general welfare of its operations. Where two or more applicants are evaluated equally for a position, the position will be granted to the candidate(s) with less prior experience as a full-time AMS employee.

1.5 Prior AMS experience shall not be a prerequisite for any AMS position.

2. ELIGIBILITY OF EMPLOYEES

2.1 For a student to be eligible for employment in any form of salaried position they must be enrolled in at least 3.0 units in each of the fall and winter semesters and have paid the full slate of mandatory AMS student activity fees. This allowance for salaried employees to fall below the full-time student threshold reflects consideration of the exceptional workload and responsibility associated with these positions.

2.2 Students in full time salaried positions who wish to enroll in greater than 60% of a full course, as defined by their program, must request written approval from the Executive.

2.3 For a student to be eligible for employment in any wage position, honoraria position or volunteer position they must be enrolled in at least 60% of a full course load (as determined by their program) and have paid the full slate of mandatory AMS student activity fees. At the discretion of a Commissioner this provision may be waived for committee members only. Part-time students are eligible if they have opted-in to the full student fee slate prior to hiring.

2.4 To be eligible for all AMS positions, students must be in good academic standing as defined by their program.

2.5 The eligibility requirements set out in this policy are applicable at the time of hiring and must be satisfied over the duration of the individual’s employment. Students working during the summer months must be returning to school, as AMS members, in the ensuing academic year. Students who have worked in the service for the previous year but are not returning AMS members may be eligible to be hired during the summer months for a limited part-time work contract. This decision is subject to the approval of the executive and will only be made in cases where a service is impeded from fully functioning due to a lack of available staff and where additional staff are deemed necessary.

2.6 All prospective employees and volunteers shall be AMS members, and shall have paid the full slate of mandatory activity fees at the time of hiring and throughout the period of their employment/appointment.

2.7 The eligibility requirements for volunteers may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees at the time of hiring and throughout the period of their appointment at the discretion of the Executive. The Executive shall exercise this discretion only in such cases where a shortage of qualified applicants fulfilling said eligibility requirements impairs an AMS government service or committee that fulfills an essential function for the student body at large. Prior to waiving the above eligibility requirements, all reasonable efforts will be made to ensure the position has been made available to AMS members.

2.8 Eligibility shall in all cases be dependent on an applicant's ability to fulfill the requirements of the position for which they apply. This shall include those requirements which precede the official May 1 start date and shall include, but not be limited to, participation on hiring committees for managers/staff/volunteers where mandated, availability for ratification by the Assembly or Board of Directors where mandated, and compliance with full transition responsibilities. Any applicant unable to fulfill any or all of these job requirements shall be deemed ineligible.

2.9 AMS committees may offer ex-officio/advisory roles to members of the community. However, insofar as these individuals are not students and thus have not paid student activity fees, which fund committee activities, they shall not be eligible for full-fledged voting membership.

2.10 Generally, no student shall hold more than one remunerated position within the AMS and in particular, under no circumstances shall a student be employed at the same time by more than one Major Service. However, where a situation arises involving the possible remuneration of a student in more than one position, and both positions are of a casual work, minimum wage, honoraria, or otherwise very limited form of remuneration, then the relevant hiring body may appeal to the Executive to permit hiring the student for an additional position. The Executive shall be free to exercise its discretion in this limited scenario, where it deems practicality, fairness and expediency to clearly outweigh the principle of offering positions to as many different students as possible.

2.11 Students holding positions for which they are eligible to receive an honorarium not exceeding \$1000 shall be eligible to hold staff positions within AMS services.

2.12 A student who has been terminated from, or has otherwise left an AMS position for disciplinary reasons, shall not be eligible for employment within the AMS until the conclusion of the academic year *after* the year in which their employment/appointment ended.

2.13 Any students currently under an Administrative Pub Ban are ineligible to apply to work at TAPS or the Queen's Student Constables, in any capacity.

3. WORK STUDY APPLICANTS

3.1 Students accepted into the work study program shall be eligible to apply for AMS wage and salaried positions. They shall be permitted to apply in both spring and fall hiring periods, but will not bypass any pre-selection process.

3.2 The AMS shall honour the requirements of the work study program, including those of wage and termination protocol.

3.3 If a student receives a work study entitlement after they have worked shifts as part of their current contract, their wage shall be adjusted accordingly for the rest of the academic year immediately following receipt of the confirmation email from Career Services. Any wage adjustment shall last until the employee has worked the full value of their entitlement, after which time their wage shall be readjusted to the regular AMS wage for their position.

3.4 It shall be the responsibility of the student to inform their HR manager or direct supervisor of their acceptance into the work study program.

3.5 The AMS may request documentation to prove receipt of entitlement. This documentation will be stored in the employee's stafffile.

3.6 Students receiving work study entitlements who are not rehired at a service in the spring hiring period may not re-apply for the same service in the fall hiring period.

3.7 Students shall sign both a work study contract and an AMS staff contract.

4. JOB DESCRIPTIONS

4.1 Prior to the election of the new AMS Executive each year, the Director of Human Resources (DHR) shall ensure that all job descriptions are current, appropriate and complete.

4.2 An official set of job descriptions shall be maintained in the Human Resources Office. The Director of Human Resources shall ensure that a current set of job descriptions is available on the AMS website during the recruitment and hiring process.

5. RECRUITMENT

5.1 All positions shall be suitably advertised, one week in advance to the deadline.

5.2 A complete list of all available salaried positions and hiring dates shall be advertised prior to the end of the fall term, as well as during one of the first two weeks of the winter term.

5.3 The Director of Human Resources shall have responsibility for establishing the final winter/spring hiring schedules.

5.4 Management and senior volunteer positions hiring shall be concluded by the end of classes in the Winter Term.

5.5 Interviews, particularly for the Executive Team and service management, shall generally be scheduled on weekends and evenings in order to maximize the availability of applicants and minimize inconvenience. Every effort shall be made to conclude interviews before midnight.

5.6 Positions shall be well-publicized, particularly to those whose membership has been traditionally underrepresented within the AMS. This shall be the responsibility of the Director of Human Resources.

6. APPLICATIONS

6.1 The online application system shall require the applicant to provide the following:

- i) position applied for; name; student number; telephone number; e-mail address; faculty; year of program; number of courses in which applicant is currently enrolled; number of courses in which applicant intends to enroll in coming year, confirmation of eligibility as per the requirements laid out in this policy.
- ii) authorization to enable AMS to verify information provided.

6.2 The application page shall contain the following information:

- i) statement that AMS is an equal opportunity employer
- ii) eligibility requirements
- iii) statement that hiring will be done in accordance with the AMS Hiring and Appointment Policy and Procedures Manual
- iv) the job description
- v) applicable remuneration information

- vi) uploading mechanism for supporting materials (e.g. covering letter, responses to questions)
- vii) space to request any accommodations
- viii) names, positions, relationship to applicant and contact information of references (where appropriate); affirmation the applicant has notified references they may be contacted.
- ix) list of suggested relevant contacts for applicants
- x) due date and time for submission of application
- xi) information on interview posting, including dates when interviews will be held
- xii) statement that an incomplete application package constitutes a basis for rejection of the applicant
- xiii) statement explaining the lottery process

6.3 The application page for salaried staff positions shall list a maximum of three questions for which a written response not to exceed one page per question (approximately 300 words) shall be required. The questions shall be approved by the current Executive and the Director of Human Resources prior to the opening of the hiring period.

6.4 The exact same set of approved questions shall be used for *all* AMS salaried positions. In order to enhance accessibility and recruitment, and to be consistent with the principle of AMS experience not being a prerequisite, the questions shall be broad in nature and largely designed to elicit responses regarding desired qualities, attributes, motivation and character.

6.5 The application page for service staff positions shall list two questions for which a written response shall be required. The questions shall be:

1. Why do you want to work for <insert service name>?
2. What qualities are important in being a service staff at <insert service name>?

Responses shall not exceed one page (approximately 300 words). The criteria shall be specific to each service.

6.6 Service staff who wish to apply for rehire may apply for up to 2 additional service staff positions in the spring hiring period. All employees of a service shall be given equal opportunity to indicate their interest in applying for rehire. The decision to rehire a service staff for the following year, shall be made in confidence in accordance with the hiring panels stipulated in this policy.

6.7 Each service management team shall submit to the Director of Human Resources a list of rehire applicants in order of preference. The Director of Human Resources shall then review this list upon the conclusion of the spring hiring period to ensure that students' submitted preferences are taken into account.

6.8 Applicants for AMS service staff positions shall be limited to applying to a maximum of three (3) of positions within major AMS services. Applicants shall be informed at the end of their interview that they may resubmit the order of their preferences by a specified date.

7. NOTIFICATION TO APPLICANTS

7.1 Applications for all positions shall be submitted to the AMS online application system. Applications may be briefly reviewed by the Director of Human Resources to ensure proper execution of the lottery and to confirm eligibility of applicants.

7.2 Whenever possible, names of candidates and their interview times shall be posted at least 24 hours in advance of their interview times, for all positions. In the event this provision is not met, the hiring committee shall acquire verbal confirmation from applicants regarding their interview times. This shall be noted on the application page.

7.3 Interview times shall be made available online by the hiring committee within 24 hours of the application deadline. Interview times for service staff shall be posted following the pre-screening period, if applicable. In the event that this deadline is not possible, the supervisor is responsible for emailing applicants to notify them when their interview times will be posted.

7.4 All rehire positions shall be selected by the hiring committee first to ascertain the number of positions available for new hires. The rehire hiring committee may decide not to hire the maximum allowed rehire percentage.

8. WAGED STAFF AND VOLUNTEER PRE-SELECTION

8.1 For any part-time waged positions or committee member or general volunteer positions, where the ratio of applicants to available staff positions exceeds 3:1 or the total number of interviews would exceed 250, the Department Head shall have the authority, subject to the approval of the appropriate Executive member, to reduce the number of applicants to receive interviews to the smaller of a 3:1 ratio or 250 by either of the two methods described in this policy.

8.2 The number of applicants to receive interviews may be reduced based on an evaluation of the applicants' written responses to the two questions that appear on the online application. All applicants who do not meet the pre-determined criteria will not be eligible to receive an interview. Up to 20% of total applicants may be removed from the lottery process if their applications are determined to be insufficient in satisfying the pre-determined criteria. If the total number of applicants is above the 3:1 ratio or 250 applicants the manager may choose to reduce the remaining applicants through a lottery. The logistics of the lottery shall be determined by the DHR, who is responsible for administering the lottery.

8.3 For the purposes of evaluation, the hiring committee may split into smaller groups provided authorization has been granted by the incoming VPOPs. In all cases, criteria shall be established for evaluating the applicants' responses.

9. EXECUTIVE TEAM HIRING COMMITTEES

9.1 The AMS Executive shall attempt to appoint an Executive Team that is comprised of diverse faculty representation.

9.2 Prior to reviewing applicants, all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the DHR or their direct report(s) before the scheduling of interviews may begin.

9.3 Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current housemate, or to a candidate whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary.

9.4 Composition of various hiring committees (unless otherwise specified, designations refer to incoming AMS personnel):

i) Service Directors

Hiring Committee: Executive Elect, Retail Operations Officer (and General Manager if required).

ii) Office Directors

Hiring Committee: Executive Elect, General Manager (and Information Officer if required)

iii) Commissioners and Executive Team Managers

Hiring Committee: Executive Elect, Information Officer (and General Manager if required)

10. CORPORATION HIRING COMMITTEES

10.1 Prior to reviewing applicants, all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the DHR or their direct report(s) before the scheduling of interviews may begin.

10.2 All hiring committees shall make a concerted effort to research each service and become familiar with its operations so that they may select the best candidate for a position. It is strongly recommended that the committee members consult past hiring committees, service managers, year-end reports and current job descriptions to acquire explicit criteria and insight on what constitutes an ideal candidate prior to commencing interviews.

10.3 Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current housemate, or to whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary.

10.4 Composition of various hiring committees (unless otherwise specified, designations refer to incoming AMS personnel):

i) Head and Assistant Managers: The AMS Pub Services, Common Ground, Queen's Student Constables, Publishing & Copy Centre, Tricolour Outlet, Walkhome and StudioQ.

Hiring Committee: VPOPS, supervising Service Director, Retail Operations Officer.

ii) New Staff

Hiring Committee: Head Manager and at least two Assistant Managers

iii) Rehire Staff:

Hiring Committee: Outgoing Head Manager and/or Outgoing Human Resources Assistant Manager, Incoming Head Manager and/or Incoming Human Resources Assistant Manager.

iv) Front Desk Staff:

Hiring Committee: VPOPS, VPUA or delegate, Front Desk & Administrative Assistant

10.5 In the event a service receives a sufficiently high number of service staff applicants such that it becomes effectively unworkable for one hiring committee to conduct all interviews, the Manager and Assistant Manager(s) may seek authorization from the VP (Operations) to split into more than one hiring committee. Should this authorization be granted, the hiring committees shall establish and share identical selection criteria and shall strive for as objective a measure of interview success as possible.

10.6 The hiring committee as outlined in subsection 10.4 shall ultimately be responsible for all hiring decisions and shall be the sole hiring committee should a second round of interviews occur.

11. GOVERNMENT HIRING COMMITTEES

11.1 Prior to reviewing applicants all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the DHR or their direct report(s) before the scheduling of interviews may begin.

11.2 Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current housemate, or a candidate to whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary.

11.3 Composition of various hiring committees (unless otherwise specified, designations refer to incoming AMS personnel):

i) Salaried Government Managers

Hiring Committee: VPUA, the Managing Commissioner or Department Head, one other member of AMS Executive Team

ii) Deputy Commissioners and Honorarium Government Managers

Hiring Committee: the Commissioner or Manager to whom the Deputy reports, two additional Commissioners or Managers (an additional member, including the Information Officer may be added at the discretion of the committee)

iii) Committee Chairs

Hiring Committee: The Deputy Commissioner or Manager to whom the chair directly reports, and two additional Deputy Commissioners, Managers or the Commissioner overseeing the supervising deputy.

iv) Committee Members

Hiring Committee: Supervising Deputy Commissioner, Committee Chair(s). If this does not constitute a committee of three, another Deputy from the Commission shall be added to the hiring committee (another deputy from another commission may be substituted.)

v) General Volunteers

Hiring Committee: Committee Chair(s) and/or Committee Members to comprise of a panel of three.

vi) Rehiring General Volunteers

Hiring Committee: Outgoing Committee Chair(s) or Manager and Incoming Committee Chair(s) or Manager. The Incoming and Outgoing Deputy Commissioners may also be a part of the panel, but most both be available at time of hiring.

12. INTERVIEW PRINCIPLES

12.1 At the beginning of the interview the hiring/selection committee shall:

i) provide introductions

ii) state the expected time commitment and salary/remuneration (if appropriate)

iii) state any expected training requirements, including time commitments prior to the start date

iv) state that everyone interviewed will be asked the same core set of questions and that follow-up questions may differ between candidates

v) state that time will be provided at the end of the interview for questions and comments from the applicant

vi) if relevant, state that the hiring committee for a specific round has the discretion to fill a particular position from among the entire pool of applicants, e.g. an individual applying for Campus Activities may be selected for any Executive Team position.

12.2 At the conclusion of the interview the committee shall:

- i) provide the applicant an opportunity to ask any questions or offer comments
- ii) state the AMS' commitment to employment equity and accessibility and state that if the applicant is hired/selected the AMS will undertake to accommodate any special needs brought to its attention.
- iii) state when the applicant will be notified about the position
- iv) state any time commitment that will be required before the commencement of their term.
- v) state that the applicant may direct any questions or concerns relating to the hiring process to the Director of Human Resources

12.3 All applicants shall be asked the same set of core questions that shall be reviewed by the DHR prior to interviewing. The following shall be considered acceptable:

- i) questions that relate to personal goals
- ii) questions that relate to the service/commission/committee/position
- iii) questions that relate to the applicant's potential responsibilities
- iv) questions that relate to personality and/or managerial style
- v) questions that probe skills and experience in order to assess a candidate's level of qualification
- vi) applicants for Executive Team or service management positions shall be asked whether there are any other Executive Team or service management positions for which they would like to be considered

12.4 Applicants for Executive Team or service management positions who have indicated that they wish to be considered for other positions may be given a chance to answer a question from their secondary or tertiary position if the core set of questions for their primary application does not help to identify a necessary attribute required for their secondary or tertiary position. Extra time for this question may be allocated, at a proportional rate to each question: time allocated ratio of their primary interview.

12.5 In the event that an applicant has identified a secondary or tertiary position for which the hiring committee may not be the same, the applicant may be asked to conduct a second interview for the differing panel.

12.6 Follow-up questions designed to elicit a clearer response, eliminate confusion or address a particular area of concern or uncertainty that may have arisen may be asked after an applicant has answered a question. To preserve fairness, such questions should be kept to a minimum and should be posed only when there is substantial reason.

12.7 A second round of interviews may be held at the discretion of the hiring committee. The committee is not obligated to include all applicants in the second round. When hiring the Executive Team, the Executive-Elect may schedule a second round in which there is some interactive component.

12.8 If, at the conclusion of interviewing and reviewing applications, the hiring committee is not satisfied with any of the applicants, then it may reopen the entire process. Similarly, if the committee receives what it deems to be too few applications then it may extend the application and re-advertise. If applications are extended, all current applicants must be informed within 24 hours of the original deadline.

12.9 Group interviews are only permitted as an acceptable interview method when approved by a member of the Executive or Executive-Elect.

13. INTERVIEW EVALUATION OF THE APPLICANT

13.1 Each member of the hiring committee shall complete a written evaluation of the applicant while the interview is taking place. These documents shall be kept confidential and stored in the Human Resource Office. Responding to questions from applicants shall be the responsibility of the hiring committee.

13.2 Where appropriate, the hiring panel shall only deliberate once all candidates have been interviewed.

14. REFERENCE CHECKS

14.1 Reference checks for successful applicants accepting staff or committee member positions are recommended, but not required.

14.2 References must be individuals positioned to offer objective assessments of the applicant (e.g. a previous employer rather than a housemate or partner.)

14.3 The hiring committee shall have the discretion to consult additional references it deems relevant.

14.4 An applicant cannot list AMS permanent staff or members of the hiring panel for the position to which they have applied as official references.

15. SELECTION

15.1 Selection of the successful candidate shall be made on the basis of the interviews, any written responses to advanced questions and reference checks.

15.2 Only members of the hiring panel for that position shall deliberate on the selection of successful applicants. In the event that that hiring panels are split, each panel will be responsible for hiring the same percentage of applicants.

15.3 The Executive-elect may offer positions on the Executive Team to any of the applicants, regardless of the position(s) to which they have applied.

15.4 Applicants may only apply for a maximum of two Executive Team positions. They must submit one application for their first choice position, and note their second choice position in their application.

15.5 Applicants may only apply for a maximum of three Managerial positions, not including Executive Team positions.

16. NOTIFICATION TO APPLICANTS

16.1 The hiring committee shall strive to notify all applicants of the outcome of the committee's decision within 48 hours of the last interview. If this time period must be extended the hiring committee must notify the candidates of this by phone or email, unless the sheer number of applicants makes this unfeasible, in which case the AMS Apply portal may be updated to reflect the status of the application.

16.2 The hiring committee shall phone or email the successful applicant first to ensure that they will accept the position. At this time, confidentiality shall be requested of the applicant and maintained by the hiring committee, until all unsuccessful applicants have been notified.

16.3 The hiring committee shall make every reasonable effort to notify all unsuccessful applicants as soon as possible after the successful applicant has accepted the position. Unsuccessful applicants should be notified by the same method as those successful in their applications.

16.4 Rehire applicants of AMS service staff positions shall be notified of their successful rehiring not before April 30th of the year in which their current contract is completed.

17. REHIRES

17.1 Services shall be permitted to rehire up to a maximum of 20%

17.2 Notwithstanding limits on the rehire rate, Queen's Student Constables are permitted to rehire as many staff as meet the criteria for rehire.

17.3 The rehiring of individuals will be based on their ability to aid in the training of new employees; their ability to provide leadership to new employees; and the level of continued excellence they would provide.

17.4 Employees' disciplinary record will be made available to the rehire hiring panel to assist in the decision making process.

17.5 No employee shall work more than four years in any service wage-level position.

17.6 No employee shall be rehired within their service if they have accumulated seven or more demerits as to ensure that only those with exceptional past performance are rehired.

18. VOLUNTEER REHIRE

18.1 Only general volunteers will be permitted to be rehired.

18.2 Any Manager or Commissioner wishing to rehire volunteers must notify the Director of Human Resources 30 days prior to the opening of the volunteer application deadlines

18.3 No volunteer who has received a written warning or has been terminated will be eligible for rehire.

18.4 No volunteer may work in the same position for more than four years.

18.5 No more than 20% of volunteers may be rehired.

19. ELIGIBILITY OF PREVIOUS EMPLOYEES

19.1 No student shall be eligible to be a Service Director, Office Director or Commissioner respectively for more than one year.

No student shall be eligible to be a member of the Executive Team for more than two years, unless as an elected Executive.

19.2 A student who has been an assistant manager of a corporate service is eligible to become the head manager of that same service.

19.3 A student who has been a head or an assistant manager of a corporate service shall be eligible to serve as a head or assistant manager of a *different* corporate service.

19.4 Corporate: no salaried staff member may stay in the same position for more than one year, nor may they work in the same position with a different portfolio. Salaried staff members must move upward in a service, laterally to another service or upward to a new position.

19.5 Government: no honoraria or salaried staff member may stay in the same position for more than one year, nor may they work within the commission at the same level, with a different portfolio. Honoraria and salaried staff members must move upward in a commission, laterally to another service or commission, or upward to a new position.

19.6 Government: no volunteer or salaried staff member will be able to volunteer with or be employed in a position for which they were responsible for supervising in the past.

19.7 Information Technology support positions shall normally be held for no more than one year by the same student. However, where special circumstances relating to recruitment and/or job requirements are deemed to exist, the Board of Directors may lift this restriction upon appeal by the Executive.

19.8 Exceptions to the above restrictions may be made in the event that the hiring committee decides that none of the other applicants are in any way capable of satisfying the job description, or there are some other

extraordinary circumstance.

19.9 The Director of Human Resources shall not be eligible to apply for any salaried, staff or volunteer position in the year in which they hold or have held the DHR position. The Executive-Elect shall have the discretion to waive the restriction on eligibility for a volunteer position should they determine circumstances so warrant. In the instance where an exemption to the restriction is made, the Vice-President Operations must give notice in their report for the following Assembly.

19.10 The Talent Acquisition Manager will be eligible to apply for any salaried, staff or volunteer position in the year in which they hold or have held the TAM position. The TAM must give notice to the Director of Human Resources and the VPOPs two weeks before the commencement of the hiring period in order to ensure a fair and equitable application for themselves and all other applicants.

20. COMMENCEMENT OF EMPLOYMENT

20.1 Prior to commencing work, all employees and appointees shall be made fully aware of their job descriptions, any remuneration, time requirements and all relevant rules and regulations. They shall also be made aware of this manual and the AMS Employee Policies and Procedure Manual and informed as to how to access it at anytime.

20.2 All salaried employees shall be required to sign a confidentiality waiver and employment contract prior to the commencement of their employment. It shall be the responsibility of the Executive Elect and the Outgoing Director of Human Resources to ensure that this occurs no later than the last day of April. No salaried employee shall receive remuneration without having signed a contract. This contract shall reference their job description, remuneration, time requirement, entitlement to notice on dismissal and all relevant rules, regulations and any policy by which the employee is governed.

20.3 Any person participating in hiring prior to the commencement of their contract or volunteer agreement will sign a hiring waiver, including a confidentiality agreement.

21. RATIFICATION - CORPORATION

21.1 Office and Service Directors, all managerial/editorial positions shall be ratified by the AMS Board of Directors at the first scheduled Board meeting after the hiring committee has concluded its selection. The Board shall convene earlier than its next scheduled meeting, for the purpose of ratification, should it consider the time delay to be excessive.

21.2 The Board shall normally refuse to ratify only if it deems the hiring process to have been sufficiently flawed so as to have substantially affected the hiring committee's decision or if it concludes on the basis of clear and compelling evidence that has come before it, that the integrity and general welfare of the corporation or one of its services would be placed in jeopardy. In the event the Board does not ratify someone, it shall direct the hiring committee to either select another candidate from the original pool of applicants or to reopen applications.

20.3 All successful applicants shall be informed that offers of employment are contingent on ratification.

22. RATIFICATION - GOVERNMENT

22.1 All Commissioners shall be ratified at the first AMS Assembly following their appointment.

22.2 Assembly shall normally refuse to ratify only if it deems the hiring process to have been sufficiently flawed so as to have substantially affected the hiring committee's decision; or if it concludes on the basis of clear and compelling evidence that has come before it, that the integrity and general welfare of the AMS or one of its Commissions would be placed in jeopardy. In the event Assembly does not ratify someone, it shall direct

the hiring committee to either select another candidate from the original pool of applicants or reopen applications.

22.3 All successful applicants shall be informed that offers of employment are contingent on ratification.

22.4 All members of the Judicial Affairs Office and the Judicial Committee Chair and Vice-Chair are to be ratified by AMS Assembly.

23. AMS COMMITTEES FUNCTIONING AS COLLECTIVES

23.1 Prior to hiring new committee members, a chair and any existing committee members may request that their committee function as a collective, meaning that new members will not go through an interview process. These committees have unlimited enrolment and the nature of the interview process has not/will not lead to detection of traits/criteria that would allow for rejection of the said individual (i.e. the demonstration, verbal or otherwise, that would undermine the mandate of the committee). Approval for this committee to function as a collective must be sought from the Commissioner and the Director of Human Resources.

23.2 Student volunteers will still be required to fill out a volunteer information form, as a means to gather information, and the chair may include a supplemental application form with more specific questions regarding their particular committee if they desire. Any application form must be approved by the DHR. As well, an informal meeting may be requested between the chair and member to communicate information (e.g. if a member joins half way through the year and needs to be filled in on what the committee has done to date.)

23.3 The decision to function as a collective is only valid for that academic year and may be overturned by the chair and members, and/or by the Commissioner should circumstances arise where it is felt that interviews are necessary.

24. GENERAL OFFICE SUPPORT STAFF/CASUAL OR LIMITED TERM WORK

24.1 A student in a front desk/reception position shall be eligible to be rehired in accordance with AMS rehire policy. A maximum of two front desk staff may be rehired each year and no student shall be eligible to hold this position for longer than two years.

24.2 The hiring for miscellaneous positions (e.g. assembly scribe, board scribe) shall be conducted by the Executive or Executive Team member or manager to whom the employee is ultimately responsible, and consistent with any applicable Society policies. The hiring shall be guided by the general principles expressed in this document but the individual responsible for hiring shall retain the discretion to act expediently when necessary upon receiving approval from the AMS Executive. Expediency shall be deemed to include bypassing normal requirements for the advertisement/notification of AMS positions.

24.3 In hiring for casual or short-term positions, when possible preference shall generally be given to AMS volunteers to demonstrate appreciation for their commitment and dedication in serving their fellow students.

24.4 In the event that a head manager determines their service needs to hire additional staff in response to either employee loss or increased work volume, the appropriate Director may open a hiring period, the duration of which is subject to the approval of the VPOPS.

24.5 For services that remain open during the summer and require waged staff, every effort shall be made during the spring hiring period to ensure that positions are filled from the spring applicant pool. However, in the event a position(s) is not filled or if the service requires summer staff for unforeseen circumstances, then the service may undertake hiring during the summer upon receiving the authorization of the appropriate services director. In recognition of the importance of seeking to offer AMS employment opportunities to as many student applicants as possible, this step shall generally be taken only if a service would otherwise be significantly hampered in its operations.

24.6 All efforts shall be made to advertise summer job openings to AMS members.

24.7 Summer staff shall sign a separate employment contract which ceases coincident with the return of staff in the fall term.

24.8 All summer staff must fulfill the eligibility requirements laid out within this policy. Past employees who have graduated and will not be returning AMS members may only work over the summer after all efforts have been made to fill the positions with returning AMS members.

25. RECORDS RETENTION

25.1 The HR Office shall maintain a central database of all AMS employees and volunteers which shall consist of name, position, year of study, program and contact information. Each Commissioner, Office Director and Service Manager shall be required to review and confirm the relevant content of the database containing a list of employees or volunteers under their supervision by no later than December 1st of each year.

25.2 All written evaluations of candidates shall be kept on file in the Human Resources Office for a period of not less than six months after their interview has taken place.

25.3 Employee records including performance evaluations and all information relating to demerits and other disciplinary action shall be maintained by individual services in a standardized format and transferred to the Director of Human Resources for review and storage at the end of each academic year, which should normally occur in April. Employment records for a staff member who has been terminated shall be transferred to the Director of Human Resources within a week of the termination. This information may be viewed by hiring committees for all AMS salaried positions and for service staff positions. Commissioners may access these files for applicants for volunteer positions within their Commission.

25.4 Records kept in individual services must be kept in a confidential manner, in a space that is only accessible to the management team. If there is no such space, employee records must be kept in the Human Resources Office.

25.5 All performance based employment records, including evaluations shall be destroyed by December 31 of the academic year immediately following the completion of the student's employment.

26. FALL TERM HIRING PERIOD

26.1 To enhance accessibility by all AMS members to AMS employment opportunities, normally at least 15% of remunerated staff positions in each corporate service shall be set aside and filled in a separate hiring period conducted at the beginning of the fall term.

26.2 Given the training and licensing requirements mandatory for all students who are hired to work for Queen's Student Constables, the Queen's Student Constables shall conduct hiring for 100% of their staff in the spring hiring period.

26.3 Given the requirements of Tricolour Outlet to operate during Orientation Week with a full staff, Tricolour Outlet shall conduct hiring for 100% of their staff in the spring hiring period, subject to the approval of the VPOPs.

26.4 Insofar as the intent of the fall hiring period shall be to provide opportunities for both students unable to participate in the spring hiring period, and for those utilizing the work study program, eligibility shall be restricted to those applicants who satisfy at least one of the following requirements:

- a. members who are in their first year of study at Queen's University
- b. members who were on exchange or otherwise studying off campus as a requirement of their academic program during the spring hiring period
- c. members who have been awarded work study funding that will be applied towards the position for which they are applying (regardless of whether they were unsuccessful applicants during the previous spring hiring period)

- d. members who were unable to apply during the spring period due to extenuating circumstances, subject to the approval of the Director of Human Resources

26.5 Relevant hiring committees shall base their selection from this applicant pool solely on merit and thus shall not give preference to work study students on the basis of any perceived financial advantage accruing to an AMS service arising from wage subsidies available under the work study program.

26.6 The number of positions hired in the fall term, and the eligibility requirements applied to such hiring, shall be subject to change at the discretion of the VPOPs where the VPOPs determines existing requirements pose a clear threat to the service in consideration. All such changes shall be clearly indicated on the appropriate recruitment materials and applications.

26.7 Applicants who worked at a service the previous year and failed to be rehired are not eligible to apply for the same service in the fall hiring period.

27. EMPLOYMENT EQUITY TRAINING

27.1 The Executive Elect and all members of all AMS hiring committees shall participate in an Employment Equity training session delivered by the Human Rights Office or the Director of Human Resources, as trained by the Human Rights Office, prior to hiring for any AMS position.

28. HIRING COMMITTEE AGREEMENT

28.1 All members of AMS Hiring Committees shall first be required to sign a Hiring Committee Agreement. The agreement can be found in Appendix B to this policy.

28.2 Volunteers whose term has already begun, have participated in Fall Hiring and have already signed a volunteer agreement therefore do not have to sign a hiring agreement.

29. RECRUITMENT

29.1 All AMS salaried staff shall support and participate in recruitment efforts as determined by the Director of Human Resources and the Executive.

29.2 All AMS salaried staff shall provide the same relevant information and advice about their positions to all potential applicants who approach them.

29.3 In an effort to make AMS salaried positions optimally accessible to as many students as possible, it shall be up to the discretion of the appropriate supervisor in consultation with the appropriate Executive member to offer flexible work terms. A flexible work term shall be defined as a length of contract that is to some extent based on the availability of the applicant, e.g. a position may be advertised as either an “8-or 10-month” contract, with the final decision on the length of the contract to be determined after consideration of the availability of the successful applicant. A flexible work term shall not refer to the weekly time commitment or the remuneration of the position.

APPENDIX A: HIRING PANELS

The below hiring panels are more explicitly specified than those outlined in the hiring committee panels reflected above.

ACADEMIC AFFAIRS COMMISSION

All AAC hiring panels conform to those outlined in the Hiring and Appointment Policy and Procedures Manual.

CAMPUS AFFAIRS COMMISSION

The following committee's hiring panels are composed more explicitly, and are as follows:

- Orientation RoundTable Coordinator
 - Commissioner of Campus Activities
 - Vice President (University Affairs)
 - A second member of AMS Executive Team
- Orientation Roundtable Director
 - The newly hired ORT Coordinator
 - Commissioner of Campus Activities
 - A second member of AMS Executive Team
- NEWTs Head Gecko (NEWTs Chairperson)
 - Commissioner of Campus Activities
 - Vice President (University Affairs)
 - A second member of AMS Executive Team
- NEWTs Executive
 - Commissioner of Campus Activities
 - The newly hired NEWTs Head Gecko (NEWTs Chairperson)
- FYNIRs Chair
 - Commissioner of Campus Activities
 - Vice President (University Affairs)
 - A second member of AMS Executive Team
- FYNIRs Executive
 - Commissioner of Campus Activities
 - The newly hired FYNIRs Chair

All other CAC hiring panels conform to those outlined in the Hiring and Appointment Policy and Procedures Manual.

MUNICIPAL AFFAIRS COMMISSION

The following committee's hiring panels are composed more explicitly, and are as follow:

- SMART Head Manager
 - Municipal Affairs Commissioner
 - Vice President (University Affairs)
 - Vice President (Operations)
 - An AMS Permanent Staff Member (if required)
- SMART Service Staff
 - Municipal Affairs Commissioner
 - SMART Head Manager
 - Vice President (University Affairs) or another member of the AMS Executive Team

All other MAC hiring panels conform to those outlined in the Hiring and Appointment Policy and Procedures Manual.

SOCIAL ISSUES COMMISSION

- Deputy Commissioner of Social Issues (Indigenous Affairs)
 - Commissioner of Social Issues
 - Another member of the Executive Team
 - A representative from Four Directions

ADVANCEMENT OFFICE

- Director of Advancement
 - President
 - Vice President (University Affairs)
 - Vice President (Operations)
 - General Manager
 - Representative from Queen's Advancement Office

QUEEN'S CLUBS

- Director of Clubs
 - Vice President (University Affairs)
 - SGPS Representative
 - Clubs Representative
- Assistant Director of Clubs
 - Director of Clubs
 - AMS Representative
 - SGPS Representative
 - Clubs Representative
- Clubs Coordinator
 - Director of Clubs
 - Assistant Director of Clubs
 - SGPS or AMS Representative
 - In the event both the Director of Clubs and Assistant Director of Clubs are AMS Students, a representative must be from the SGPS
 - In the event both the Director of Clubs and Assistant Director of Clubs are SGPS Students, a representative must be from the AMS
 - In the event that one of the Director of Clubs and Assistant Director of Clubs are from the SGPS and the other is from the AMS, the representative may be from either the AMS or SGPS

* The Director of Clubs, the Assistant Director of Clubs and the Clubs Coordinators can be members of either the AMS or the SGPS. AMS applicants must pay their full slate of AMS student fees. SGPS students must pay the full slate of SGPS student fees.

ELECTIONS TEAM

- Chief Electoral Officer and Chief Returning Officer
 - AMS Secretariat
 - Two members of Assembly, who have no intention to run for an election in the following year
- Deputy Returning Officer
 - AMS Secretariat
 - Chief Electoral Officer
 - Chief Returning Officer

JUDICIAL AND GOVERNANCE POSITIONS

- Secretariat
 - Vice President (University Affairs)
 - President
 - Information Officer
- Judicial Affairs Manager
 - Vice President (University Affairs)
 - President
 - Permanent Staff Member
- Judicial Affairs Deputies & Clerk
 - Judicial Affairs Manager
 - Vice President (University Affairs)
 - Secretariat
- Judicial Committee Chair
 - Secretariat
 - Vice President (University Affairs)
 - Two members of assembly

APPENDIX B: HIRING AGREEMENT

Hiring Committee Agreement

In seeking to fulfill my duties as a member of an AMS hiring committee I agree to act in full compliance with the AMS Hiring and Appointment Policies and Procedures Manual.

I understand that all information I access as a member of this committee, including, but not limited to, written and oral assessments of candidates, reference check information, student employment records, resumes and transcript information shall be treated as confidential.

I understand that all information on the online application system must remain on the system and not be downloaded, copied or transferred in any other way from the website.

I agree to disclose to my fellow members of the hiring committee any current or former relationship/significant association with any candidate(s) prior to the commencement of the interview.

I agree not to share any such information with anyone other than fellow hiring committee members unless agreed to by the committee and expressly permitted by AMS hiring policy.

Name: _____

Signed: _____

Date: _____

Hiring Committee: _____

VOLUNTEER CONFIDENTIALITY AND UNAUTHORIZED DISTRIBUTION OF CONFIDENTIAL INFORMATION AGREEMENT

I, _____, understand that being a General Member on the Hiring & Recruitment Committee for the Wilfrid Laurier University Students' Union allows me to have access to confidential information. I sign this contract understanding that I am going to be held responsible for keeping this information confidential. I understand that there will be consequences if it is found that I am not upholding my responsibility as a General Volunteer. I also understand that consequences can be anything from a strike, to termination of my position with a "Do Not Rehire" placed on my account.

As a volunteer for the Wilfrid Laurier University Students' Union, I shall keep all applications and information in regards to those applications confidential, including information about examples given in the application, the mark assigned to the application, and any other identifying information. I shall keep all issues regarding other volunteers and information in regards to performance appraisals, including information about examples given in the appraisal, the mark assigned to the appraisal, and any other identifying information completely confidential.

I recognize the importance of confidentiality concerning this service and will be dedicated in maintaining confidentiality within this role as a volunteer. Should I break confidentiality, or divulge information concerning any component of being an Executive, I am aware that consequences will be handled at the discretion of the Vice President: Finance and Administration.

By signing this agreement you acknowledge your understanding of confidential and privileged information and your associated responsibility in its regard.

Signee Name: _____
Signature: _____
Date: _____

VP: F&A Name: _____
Signature: _____
Date: _____

Hiring & Recruitment Interview Script

INTRODUCE: _____ Coordinator

INTRODUCE: _____, and I'm the hiring rep.

We will be asking you three questions, which are to be answered in STARR format. Feel free to write things down, and take your time. You will have five minutes to answer each question. Did you want me to warn you when you have 1 minute left? Also, please feel free to ask us to repeat the question at any point if you need. Please note that we will be writing your answers down, so we may not be looking the entire time, but that we are still listening.

Also please note that this is a confidential interview and we will keep your answers confidential. In turn we ask that you keep the questions confidential to ensure the integrity of the hiring process.

And lastly, if at any point you feel that your rights have been violated, please contact Joanna Sadgrove, the Vice President Finance and Administration at suvpfa@wlu.ca

Do you have any questions before we get started?

* Don't forget to collect sheets

Appendix F

Admin Users

Name	Role	Actions
Site Admin	Site Admin	
Chris Baxter-Admin	Lourier Admin	
Megan Lacoursiere	Lourier Admin	
Marley Wildish	Lourier Admin	
Shawna Wey	Lourier Admin	
Ryley Fletcher	Lourier Admin	
Chris Forget	HR Admin	

Dear Members of the Board,

In this package, please see attached the Guiding Principles of the Organization and my interpretations of the Ends of the Students' Union. Being cognizant of our achievements, current projects and the ever-changing nature of the post-secondary realm both institutionally and externally, I have elaborated upon the interpretations to better reflect the reality based on past initiatives and being aware of the future of the organization. I have strived to take a holistic approach and tie the Ends interpretations with the Guiding Principles to have a better understanding of the connection and interaction between the two.

The Guiding Principles have been connected to the Ends to ensure that each element of the student experience directly relate to the Principles and Ends, across all departments. Throughout the years, evaluating the ends including interpretations and operational definitions has been a progressive process as there is room for growth, better understanding, and consistent reflection. As my team transitions in our executive roles, I have looked at the past achievements of the organization and attempted to take into consideration the ever-changing needs and incorporated them into my Ends interpretations.

Continuous evaluation is essential to best reflect relevancy and organizational efficiencies and this starts with the interpretations of the Ends. By elaborating on the meanings from previous years, the organization strives to constantly improve our operations across all departments to better serve students. It is imperative to be cognizant of the organic nature of post-secondary education and adapt accordingly.

Everything we do as a Students' Union ties back to at least on, if not more of our Ends. My interpretations reflect the work my team and I are about to undertake, our goals, objectives with an operational plan which is listed in the Operational Definition. I look forward to my role as President & CEO along with my team with the Ends of the Organization as a priority and keeping them in mind in all the work we do.

Best,



Kanwar Brar
President & CEO

Guiding Principles:

The Students' Union shall be **Student Driven** in everything we do. Our activities, efforts and outputs are driven by the vision and guidance of our students in order to enhance the undergraduate experience.

The Students' Union shall **Provide Opportunities** for growth and personal development to all members. Our members will benefit from access to our wide variety of elected, volunteer, and paid opportunities.

The Students' Union shall be **Accountable** to our student members. We believe that all students have the right to know what their student fees are being used for. Furthermore, we will be responsible for our actions and will look to explain, clarify or justify all organizational decisions that we make.

The Students' Union shall be a **Community Conscious** organization. We will strive to promote and foster a culture of inclusivity and safety within the greater Laurier community. We will remain cognizant of our unique Laurier culture and make decisions accordingly.

The Students' Union shall strive to be **Progressive**, exploring leading practices that fit with our members' future needs. The organization will constantly work to assess and improve the quality of services and programs provided to students.

The Students' Union shall be **Adaptable** to change. The organization will react to all emerging trends within the post-secondary environment in order to continue to meet our member's needs.

Wilfrid Laurier University Students' Union Ends:

1. An affordable, accessible and high quality academic experience;
2. A safe, sustainable and empowering environment;
3. A diverse and inclusive social interaction;
4. Products and services that cater to the financial need of students.

1. An affordable, accessible and high quality academic experience;

PRESIDENT & CEO INTERPRETATION:

I interpret "**affordable**" as the financial feasibility to monetarily cover the academic portion of the student experience related to post-secondary education, given that costs related to academics are reasonable and apply directly to their education of students.

I interpret "**accessible**" as the ability to seek and get help pertaining to academics and assist in their progression through the availability of support services on our campuses regardless of a student's year, program, age, and/or requirements specified by documentation. This also includes providing information in a proactive manner on location, hours, and other details of such services. Furthermore, the support services being accessed by students shall be in locations which are cognizant of visible and invisible disability needs and compliant with government legislation such as but not limited to Accessibility for Ontarians with Disabilities Act (AODA) which includes Integrated Accessibility Standards Regulation (IASR), Ontario Human Rights Code (OHRC), and accommodations shall be provided where needed.

I interpret "**high quality academic experience**" as the use of both digital and physical resources in the classroom, facilitated by professionals with designations pertaining to the field of study for academic content. It goes beyond simply relaying information but also incorporation of learning strategies, experiential learning, development of specific skills needed to succeed in the area of study. It also incorporates adapting to ever changing needs with technological adaptations and providing an up to-date experience for students.

OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

- a. The Students' Union advocates on behalf of reasonable tuition rates for students in coordination with the government and institutionally

advocates for reasonable ancillary costs pertaining to support services for academics.

- b. The Students' Union connects students to support services and resources both on and off campus through a variety of mediums including but not limited to social media, in-person sessions, volunteer channels, visual and digital marketing.
- c. The Students' Union will continuously work with the University and advocates for a high quality academic experience in regard to enhancing support services and relays relevant information to the membership.
- d. The Students' Union utilizes the role of the Students' Union President and other Students' Union Executive and represent students when working with the University through various committees and also external stakeholders such as but not limited to government partners
- e. All Students' Union departments, committees, clubs, initiatives, current and new projects which contribute to this End demonstrate their incorporation of the Guiding Principles of the Organization and develop a tangible action plan to reach their goals.

2. A safe, sustainable and empowering environment;

PRESIDENT & CEO INTERPRETATION:

I interpret “**safe**” as the wellness of a person and without the presence of physical, emotional and mental distress to their being. It also means not being exposed to harmful situations which could impact a person's wellness and have negative consequences on their physical, emotional or mental state. The presence of adequate support services to deal with safety issues and harm is imperative as well.

I interpret “**sustainable**” as operating in a manner which supports the future growth of our campuses, both financially and environmentally. It means being cognizant of using resources and making decisions with a plan for the future in the mind and not depleting resources completely.

I interpret “**empowering**” as providing unique opportunities for our students in areas of their interest, supporting them to find their fit and pursue a pathway of their choice. It also means being in an environment of other supporting students, staff and volunteers to enhance their emotional and mental well-being.

I interpret “**environment**” as both the physical space in which students go through their Laurier experience on both campuses as well as the social, emotional and mental space that is fostered by the Students' Union and the

University through opportunities, cultures, and tradition where students dictate their own journey based on their personal experience.

OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

- a. All undergraduate students at Laurier have the access to the resources provided to them with the knowledge of services, location, processes, and costs associated if applicable.
- b. All undergraduate students at Laurier feel safe and secure utilizing the available services and resources on campus without any physical, emotional or mental distress being placed upon them.
- c. The Students' Union President and other Students' Union Executives are trained on disclosure processes in conjunction with the University and collaboratively fostering a safe atmosphere.
- d. The Students' Union provides support to those who are seeking assistance, directly and/or by connecting to other resources and ensuring student comfort throughout the process.
- e. The Students' Union spends money and resources both responsibly and efficiently to allow for current and future unique experiences which directly benefit students.
- f. The Students' Union programming and services offered in all departments are centric around student initiatives, student driven with support from executives and full-time staff to help enhance the undergraduate student experience altogether.

3. A diverse and inclusive social interaction;

PRESIDENT & CEO INTERPRETATION:

I interpret “**diverse**” as offering of a variety of unique and dynamic opportunities and experiences for students to partake in and being exposed to different ideas, opinions, and events which cultivate a culture of knowledge and understanding of others around us.

I interpret “**inclusive**” as encompassing the broad scope of student identities on campus and providing programming, support and services across the Students' Union and in coordination with University to everyone, without discrimination or harmful treatment based on personal identification of factors such as but not limited to: race, religion, creed, gender, sexual orientation, ethnicity, nationality, age and others identification factors of a person. Inclusive also means providing programming and services which strives to reach out a student portion of the population who may normally not be exposed to the work of the Students' Union.

I interpret “**social interaction**” as the experiences that students have when engaging in conversation, through activities, events or other mediums amongst one another and through the programming offered on campus. It also refers to the social exchange between different groups, campus partners and other external stakeholders which may take place on campus.

OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

- a. The Students' Union creates accepting and unique atmosphere(s) which allow for a diverse and inclusive environment focused towards student wellness, growth and knowledge of programming and services available for all students.
- b. The Students' Union strives for full student acceptance and creates opportunities to be involved in existing programs while also empowering students to create new groups/clubs and undertake initiatives in their own way based on interests, values and self-identification traits.
- c. The Students' Union communicates their services and programming on a variety of mediums including current channels such as digital, in-person, online while adapting to new mediums in order to appeal to all audiences and reach as many members as possible.
- d. The Students' Union conveys opportunities from the university through social media, in-person, and/or in partnership with external campus partners such as but not limited to the Diversity and Equity Office through the Laurier community, and across both campuses.

4. Products and services that cater to the financial need of students.

PRESIDENT & CEO INTERPRETATION:

I interpret “**products**” as tangible deliverables provided by the Students' Union which are directly beneficial to students, enhance and add value to the student experience.

I interpret “**services**” as internal and external offerings, and support available to students going through their undergrad which adds value, eases burden and enhances their overall experience.

I interpret “**cater**” as both products and services being delivered, communicated and/or provided to students in an organized, transactional and accessible manner, making it easy to take advantage and utilize such products and services for their benefits.

I interpret “**financial need**” as being cognizant of the student budgetary constraints in a financial capacity due to a high cost of living, potential lack of income and funds available, and providing product and services such as but not limited to tuition, ancillary fees, housing, food, medical, social experiences in a manner which is the most financially feasible for students.

OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

- a. The Students' Union offers access to essential services for no additional costs aside from the Essential Services Fee ancillary fee paid by students on both campuses: Brantford (Foot Patrol and Food Bank), Waterloo (Foot Patrol, Food Bank and the Emergency Response Team).
- b. The Students' Union provides products related to programming and services to help enhance the student experience through volunteering and other activities students want to get involved in.
- c. The Students' Union keeps prices and fees of its own business operations comparable to industry standards and offering reasonable prices to students.
- d. The Students' Union advocates on behalf of students to ensure the university continues to offer their services at a price which is affordable and sufficient for both business standards as well as student needs.
- e. The Students' Union strives to offer products and services which pertain to ever-changing student needs and is adaptable in its offerings.

2017-18 Budget Summary By Department

Budget	2017-18			2016-17		
	Revenue	Expenses	Net	Revenue	Expenses	Net
GOVERNANCE						
Board of Directors	\$ -	\$ 36,963.00	-\$ 36,963.00	\$ -	\$ 34,740.83	-\$ 34,740.83
Elections	\$ -	\$ 17,737.00	-\$ 17,737.00	\$ -	\$ 17,188.00	-\$ 17,188.00
GOVERNANCE TOTAL	\$ -	\$ 54,700.00	-\$ 54,700.00	\$ -	\$ 51,928.83	-\$ 51,928.83
GOVERNANCE CHANGE FROM 2016/17 \$ 2,771.17						
LEADERSHIP						
President & CEO	\$ -	\$ 43,922.80	-\$ 43,922.80	\$ -	\$ 43,332.80	-\$ 43,332.80
Executive Director	\$ 12,500.00	\$ 28,330.00	-\$ 15,830.00	\$ 12,000.00	\$ 25,180.00	-\$ 13,180.00
LEADERSHIP TOTAL	\$ 12,500.00	\$ 72,252.80	-\$ 59,752.80	\$ 12,000.00	\$ 68,512.80	-\$ 56,512.80
LEADERSHIP AMOUNT CHANGE FROM 2016/17 \$ 3,240.00						
FINANCE & ADMINISTRATION						
VP: Finance & Administration	\$ -	\$ 35,171.79	-\$ 35,171.79	\$ -	\$ 36,866.80	-\$ 36,866.80
AVP: Finance & Administration	\$ -	\$ 12,590.00	-\$ 12,590.00	\$ -	\$ 12,235.00	-\$ 12,235.00
Director: Finance & Administration	\$ -	\$ 82,356.00	-\$ 82,356.00	\$ -	\$ 80,086.00	-\$ 80,086.00
ITS	\$ -	\$ 51,700.00	-\$ 51,700.00	\$ -	\$ 49,705.00	-\$ 49,705.00
Administration	\$ -	\$ 25,174.00	-\$ 25,174.00	\$ -	\$ 25,639.00	-\$ 25,639.00
U-Desk Brantford	\$ 4,800.00	\$ 12,200.00	-\$ 7,400.00	\$ 4,800.00	\$ 13,200.00	-\$ 8,400.00
U-Desk Waterloo	\$ 131,350.00	\$ 73,552.80	\$ 57,797.20	\$ 129,100.00	\$ 71,580.00	\$ 57,520.00
Human Resources	\$ -	\$ 45,251.03	-\$ 45,251.03	\$ -	\$ 31,316.97	-\$ 31,316.97
FA Central	\$ 136,150.00	\$ 337,995.62	-\$ 201,845.62	\$ 133,900.00	\$ 320,628.77	-\$ 186,728.77
Professional Development & Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hiring & Recruitment (Waterloo)	\$ -	\$ 2,375.00	-\$ 2,375.00	\$ -	\$ 2,343.40	-\$ 2,343.40
FA Waterloo Committees	\$ -	\$ 2,375.00	-\$ 2,375.00	\$ -	\$ 2,343.40	-\$ 2,343.40
Hiring & Recruitment (Brantford)	\$ -	\$ 1,220.00	-\$ 1,220.00	\$ -	\$ 1,215.00	-\$ 1,215.00
FA Brantford Committees	\$ -	\$ 1,220.00	-\$ 1,220.00	\$ -	\$ 1,215.00	-\$ 1,215.00
FA TOTAL	\$ 136,150.00	\$ 341,590.62	-\$ 205,440.62	\$ 133,900.00	\$ 324,187.17	-\$ 190,287.17
FA AMOUNT CHANGE FROM 2016/17 \$ 15,153.45						
UNIVERSITY AFFAIRS						
VP: University Affairs	\$ -	\$ 64,030.76	-\$ 64,030.76	\$ -	\$ 60,589.52	-\$ 60,589.52
AVP: University Affairs (Waterloo)	\$ -	\$ 1,578.50	-\$ 1,578.50	\$ -	\$ 1,810.00	-\$ 1,810.00
AVP: University Affairs (Brantford)	\$ -	\$ 1,060.00	-\$ 1,060.00	\$ -	\$ 1,160.00	-\$ 1,160.00
Director: Policy, Research & Advocacy	\$ -	\$ 3,257.56	-\$ 3,257.56	\$ -	\$ 4,086.07	-\$ 4,086.07
UA Central	\$ -	\$ 69,926.82	-\$ 69,926.82	\$ -	\$ 67,645.59	-\$ 67,645.59
Outreach (Waterloo)	\$ -	\$ 1,070.00	-\$ 1,070.00	\$ -	\$ 1,114.00	-\$ 1,114.00
Policy Research (Waterloo)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SRAC (Waterloo)	\$ -	\$ 797.02	-\$ 797.02	\$ -	\$ 1,060.00	-\$ 1,060.00
UA Waterloo Committees	\$ -	\$ 1,867.02	-\$ 1,867.02	\$ -	\$ 2,174.00	-\$ 2,174.00
Outreach (Brantford)	\$ -	\$ 771.00	-\$ 771.00	\$ -	\$ 951.00	-\$ 951.00
Policy Research (Brantford)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SRAC (Brantford)	\$ -	\$ 1,745.00	-\$ 1,745.00	\$ -	\$ 1,530.00	-\$ 1,530.00
UA Brantford Committees	\$ -	\$ 2,516.00	-\$ 2,516.00	\$ -	\$ 2,481.00	-\$ 2,481.00
UA TOTAL	\$ -	\$ 74,309.84	-\$ 74,309.84	\$ -	\$ 72,300.59	-\$ 72,300.59
UA AMOUNT CHANGE FROM 2016/17 \$ 2,009.25						
CLUBS & ASSOCIATIONS						
VP: Clubs & Associations	\$ -	\$ 62,650.00	-\$ 62,650.00	\$ -	\$ 56,817.80	-\$ 56,817.80
AVP: Clubs & Associations	\$ -	\$ 19,710.00	-\$ 19,710.00	\$ -	\$ 16,925.00	-\$ 16,925.00
Director: Student Experience	\$ -	\$ 6,075.60	-\$ 6,075.60	\$ -	\$ 4,241.20	-\$ 4,241.20
CA Central	\$ -	\$ 88,435.60	-\$ 88,435.60	\$ -	\$ 77,984.00	-\$ 77,984.00

Marketing and Special Events (Waterloo)	\$	-	\$	9,180.00	-\$	9,180.00	\$	-	\$	10,130.00	-\$	10,130.00
Campus Clubs Brantford	\$	-	\$	920.00	-\$	920.00	\$	-	\$	370.00	-\$	370.00
Faculty Clubs (Brantford)	\$	-	\$	560.00	-\$	560.00	\$	-	\$	550.00	-\$	550.00
CA Coordinators	\$	-	\$	10,660.00	-\$	10,660.00	\$	-	\$	11,050.00	-\$	11,050.00
CA TOTAL	\$	-	\$	99,095.60	-\$	99,095.60	\$	-	\$	89,034.00	-\$	89,034.00

CA CHANGE FROM 2016/17 \$ 10,061.60

PROGRAMMING AND SERVICES WATERLOO												
VP: Programming & Services (Waterloo)	\$	63,750.00	\$	184,387.00	\$	120,637.00	\$	15,000.00	\$	116,185.00	-\$	101,185.00
Programming & Promotions Coordinator	\$	-	\$	22,220.00	\$	22,220.00	\$	-	\$	20,569.26	-\$	20,569.26
PSW Central	\$	63,750.00	\$	206,607.00	\$	142,857.00	\$	15,000.00	\$	136,754.26	-\$	121,754.26
Orientation Week (Waterloo)	\$	313,000.00	\$	249,381.50	\$	63,618.50	\$	310,000.00	\$	251,635.00	\$	58,365.00
Orientation Week Concert	\$	-	\$	-	\$	-	\$	52,500.00	\$	68,602.00	-\$	16,102.00
A-Team	\$	40,850.00	\$	85,340.00	-\$	44,490.00	\$	41,050.00	\$	85,682.00	-\$	44,632.00
First Year Project	\$	2,250.00	\$	14,970.00	-\$	12,720.00	\$	3,800.00	\$	15,020.00	-\$	11,220.00
Winter Carnival	\$	15,996.25	\$	19,687.00	-\$	3,690.75	\$	12,996.25	\$	15,322.00	-\$	2,325.75
Programming Committee Total	\$	372,096.25	\$	369,378.50	\$	2,717.75	\$	420,346.25	\$	436,261.00	-\$	15,914.75
Healthy Lifestyles (Waterloo)	\$	-	\$	2,185.00	-\$	2,185.00	\$	400.00	\$	2,950.00	-\$	2,550.00
EcoHawks (Waterloo)	\$	-	\$	5,910.00	-\$	5,910.00	\$	-	\$	6,430.00	-\$	6,430.00
Emergency Response Team	\$	-	\$	18,849.83	-\$	18,849.83	\$	-	\$	20,930.67	-\$	20,930.67
Food Bank (Waterloo)	\$	3,500.00	\$	7,439.91	-\$	3,939.91	\$	3,500.00	\$	9,896.22	-\$	6,396.22
Foot Patrol (Waterloo)	\$	-	\$	16,641.00	-\$	16,641.00	\$	-	\$	20,367.00	-\$	20,367.00
Peer Connect Line (Waterloo)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Peer Connect (Waterloo)	\$	-	\$	5,362.00	-\$	5,362.00	\$	-	\$	4,022.00	\$	4,022.00
Shinerama (Waterloo)	\$	103,182.30	\$	103,182.30	\$	-	\$	103,182.00	\$	103,182.00	\$	-
Service Committee Total	\$	106,682.30	\$	159,570.04	-\$	52,887.74	\$	107,082.00	\$	167,777.89	-\$	52,651.89
PSW TOTAL	\$	542,528.55	\$	735,555.54	-\$	193,026.99	\$	542,428.25	\$	740,793.15	-\$	198,364.90

PSW CHANGE FROM 2016/17 -\$ 5,337.91

PROGRAMMING AND SERVICES BRANTFORD												
VP: Programming & Services (Brantford)	\$	-	\$	3,984.00	-\$	3,984.00	\$	-	\$	8,155.00	-\$	8,155.00
AVP: Services & Support	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Brantford Administration	\$	2,911.50	\$	17,358.22	-\$	14,446.72	\$	2,911.50	\$	15,706.79	-\$	12,795.29
PSB Central	\$	2,911.50	\$	21,342.22	-\$	18,430.72	\$	2,911.50	\$	23,861.79	-\$	20,950.29
Orientation Week (Brantford)	\$	78,400.00	\$	116,130.00	-\$	37,730.00	\$	75,000.00	\$	86,384.15	-\$	11,384.15
First Year Integration	\$	-	\$	1,015.00	-\$	1,015.00	\$	-	\$	1,118.00	-\$	1,118.00
Hawk Team	\$	7,330.00	\$	10,510.00	-\$	3,180.00	\$	2,450.00	\$	11,375.00	-\$	8,925.00
Snow Week	\$	600.00	\$	6,140.00	-\$	5,540.00	\$	-	\$	-	\$	-
Programming Committee Total	\$	86,330.00	\$	133,795.00	-\$	47,465.00	\$	77,450.00	\$	98,877.15	-\$	21,427.15
EcoHawks (Brantford)	\$	-	\$	965.00	-\$	965.00	\$	-	\$	965.00	-\$	965.00
Food Bank (Brantford)	\$	5,000.00	\$	6,950.00	-\$	1,950.00	\$	5,000.00	\$	6,145.00	-\$	1,145.00
Foot Patrol (Brantford)	\$	-	\$	6,570.00	-\$	6,570.00	\$	-	\$	6,530.00	-\$	6,530.00
Healthy Lifestyles (Brantford)	\$	-	\$	1,152.00	-\$	1,152.00	\$	-	\$	1,130.00	-\$	1,130.00
Laurier Students for Literacy	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Peer Connect (Brantford)	\$	-	\$	1,310.00	-\$	1,310.00	\$	-	\$	1,480.00	-\$	1,480.00
Shinerama (Brantford)	\$	2,500.00	\$	2,500.00	\$	-	\$	6,520.00	\$	6,520.00	\$	-
Service Committee Total	\$	7,500.00	\$	19,447.00	-\$	11,947.00	\$	11,520.00	\$	22,770.00	-\$	11,250.00
PSB TOTAL	\$	96,741.50	\$	174,584.22	-\$	77,842.72	\$	91,881.50	\$	145,508.94	-\$	53,627.44

PSB CHANGE FROM 2016/17 \$ 24,215.28

MARKETING AND COMMUNICATIONS												
Director: Marketing & Communications	\$	40,000.00	\$	54,075.60	-\$	14,075.60	\$	70,000.00	\$	54,854.80	\$	15,145.20
Sponsorship Coordinator	\$	-	\$	13,103.99	-\$	13,103.99	\$	-	\$	11,768.79	-\$	11,768.79
Digital Media Coordinator	\$	-	\$	12,724.28	-\$	12,724.28	\$	-	\$	19,749.28	-\$	19,749.28
MARKETING TOTAL	\$	40,000.00	\$	79,903.87	-\$	39,903.87	\$	70,000.00	\$	86,372.87	-\$	16,372.87

MARKETING CHANGE FROM 2016/17 \$ 23,531.00

HOSPITALITY												
Turret	\$	185,550.00	\$	264,420.51	-\$	78,870.51	\$	217,900.00	\$	286,596.14	-\$	68,696.14
Wilfs	\$	2,956,980.38	\$	2,792,566.35	\$	164,414.03	\$	2,700,062.38	\$	2,607,411.34	\$	92,651.04

Williams	\$ 170,615.00	\$ 292,539.42	-\$ 121,924.42	\$ 497,318.06	\$ 608,939.16	-\$ 111,621.10
Golden Grounds	\$ 63,204.56	\$ 62,505.06	\$ 699.50	\$ 61,776.55	\$ 60,285.02	\$ 1,491.53

HOSPITALITY TOTAL \$ 3,376,349.94 \$ 3,412,031.34 -\$ 35,681.40 \$ 3,477,056.99 \$ 3,563,231.66 -\$ 86,174.67

HOSPITALITY CHANGE FROM 2016/17 -\$ 50,493.27

OTHER FEES

FNCC	\$ 1,249,318.64	\$ 2,550,606.32	-\$ 1,301,287.68	\$ 1,214,215.93	\$ 2,320,703.35	-\$ 1,106,487.42
Health & Dental Plan	\$ 2,524,997.50	\$ 2,340,572.00	\$ 184,425.50	\$ 2,424,940.00	\$ 2,180,017.43	\$ 244,922.57
Aramark Lease	\$ 529,028.32	\$ 197,277.86	\$ 331,750.46	\$ 499,090.27	\$ 194,340.76	\$ 304,749.51
International News	\$ 40,000.00	\$ 8,519.39	\$ 31,480.61	\$ 38,000.00	\$ 8,352.34	\$ 29,647.66
Waterloo SAC Fee	\$ 1,048,092.50	\$ -	\$ 1,048,092.50	\$ 1,001,577.72	\$ 32,344.32	\$ 969,233.40
Brantford SAC	\$ 210,264.18	\$ -	\$ 210,264.18	\$ 207,104.04	\$ -	\$ 207,104.04
Brantford Food Service Fee	\$ 90,090.00	\$ 90,090.00	\$ -	\$ 90,517.50	\$ 90,517.50	\$ -
Brantford Student Centre	\$ 350,555.28	\$ 118,930.64	\$ 231,624.64	\$ 346,642.50	\$ 229,418.52	\$ 117,223.98
Provincial Advocacy Fee	\$ 53,609.85	\$ -	\$ 53,609.85	\$ -	\$ -	\$ -
Protected Services Fee	\$ 74,407.30	\$ 24,994.61	\$ 49,412.69	\$ 87,198.75	\$ 38,989.22	\$ 48,209.53
Brantford Athletic Fee	\$ -	\$ -	\$ -	\$ 229,567.50	\$ 229,567.50	\$ -
Protected Services	\$ 14,625.70	\$ 14,244.61	\$ 381.09	\$ -	\$ -	\$ -

OTHER TOTAL \$ 6,184,989.27 \$ 5,345,235.43 \$ 839,753.84 \$ 6,138,854.21 \$ 5,324,250.94 \$ 814,603.27

OTHER CHANGE FROM 2016/17 -\$ 25,150.57

GRAND TOTAL \$ 10,389,259.26 \$ 10,389,259.26 \$ - \$ 10,466,120.95 \$ 10,466,120.95 \$ -

2017-18 Budget Summary by Category

	2017-18		2017-16			
	Total		Total		\$ change	% change
REVENUE						
Admissions	-\$	143,350.00	-\$	142,317.00	\$ 1,033.00	0.7%
Athletic Complex Fee	\$	-	-\$	229,567.50	-\$ 229,567.50	-100.0%
Bank Machine	-\$	35,000.00	-\$	50,000.00	-\$ 15,000.00	-30.0%
Beverages (Beer and Liquor included)	-\$	585,030.38	-\$	655,397.38	-\$ 70,367.00	-10.7%
Commissions	-\$	51,000.00	-\$	32,450.00	\$ 18,550.00	57.2%
Donations	-\$	93,882.30	-\$	95,532.00	-\$ 1,649.70	-1.7%
Essential Services Fee	-\$	89,033.00	-\$	87,198.75	\$ 1,834.25	2.1%
FNCC Fee	-\$	891,771.95	-\$	859,558.88	\$ 32,213.07	3.7%
Health Plan Fee	-\$	1,244,495.00	-\$	1,192,880.00	\$ 51,615.00	4.3%
Dental Plan Fee	-\$	1,168,002.50	-\$	1,119,560.00	\$ 48,442.50	4.3%
Other Fees	-\$	428,118.98	-\$	798,142.06	-\$ 370,023.08	-46.4%
Food	-\$	2,752,169.56	-\$	2,785,679.61	-\$ 33,510.05	-1.2%
Interest	-\$	12,500.00	-\$	12,000.00	\$ 500.00	4.2%
Lease Income External	-\$	662,835.28	-\$	630,528.47	\$ 32,306.81	5.1%
Lease Income Internal	-\$	292,677.53	-\$	292,677.53	\$ 0.00	0.0%
Other Revenue (Locker Rentals, Tech Share)	-\$	65,230.00	-\$	63,250.00	\$ 1,980.00	3.1%
Provincial Advocacy Fee	-\$	53,609.85	\$	-	\$ 53,609.85	
Dental Plan Rebate	-\$	85,000.00	-\$	85,000.00	\$ -	0.0%
Registration	-\$	377,996.25	\$	-	\$ 377,996.25	
Rental Income	-\$	39,200.00	-\$	35,700.00	\$ 3,500.00	9.8%
Sponsorship Income	-\$	60,000.00	-\$	90,000.00	-\$ 30,000.00	-33.3%
SAC Fees	-\$	1,258,356.68	-\$	1,208,681.76	\$ 49,674.92	4.1%
	-\$	10,389,259.26	-\$	10,466,120.95	-\$ 76,861.69	0.7%
EXPENSES						
Cost of Goods Sold	\$	1,237,362.45	\$	250,290.93	-\$ 987,071.52	-394.4%
Admissions	\$	2,000.00	\$	2,000.00	\$ -	0.0%
Audit	\$	20,500.00	\$	17,000.00	-\$ 3,500.00	-20.6%
Bank Charges	\$	57,000.00	\$	67,900.00	-\$ 10,900.00	16.1%
Campus Clubs Fund	\$	69,500.00	\$	66,560.00	-\$ 2,940.00	-4.4%
Capital Purchase	\$	36,035.00	\$	23,780.00	-\$ 12,255.00	-51.5%
Customer Service	\$	19,390.00	\$	36,950.00	-\$ 17,560.00	47.5%
Clothing	\$	73,988.00	\$	83,454.15	-\$ 9,466.15	11.3%
Computers and IT	\$	153,149.22	\$	192,409.22	-\$ 39,260.00	20.4%
Conferences and Meetings	\$	36,603.50	\$	30,750.27	-\$ 5,853.23	-19.0%
Donations	\$	69,173.30	\$	67,773.00	-\$ 1,400.30	-2.1%
Essential Services Overhead and Reserves	\$	39,239.22	\$	38,989.22	-\$ 250.00	-0.6%
FNCC Janitorial, Repairs, and Contracted Services	\$	672,871.27	\$	657,665.94	-\$ 15,205.33	-2.3%
Food	\$	230,063.13	\$	1,221,770.21	-\$ 991,707.08	81.2%
Honorarium	\$	30,798.00	\$	29,675.80	-\$ 1,122.20	-3.8%
Staff Wages and Benefits (FT and PT)	\$	2,998,529.70	\$	3,047,926.09	-\$ 49,396.39	1.6%
General Supplies	\$	143,333.02	\$	72,826.03	-\$ 70,506.99	-96.8%
Health and Dental Insurance	\$	2,281,972.00	\$	2,121,011.60	-\$ 160,960.40	-7.6%
Insurance and Health & Safety	\$	76,290.00	\$	71,470.82	-\$ 4,819.18	-6.7%
Lease Expense	\$	360,495.80	\$	396,832.62	-\$ 36,336.82	9.2%
Legal	\$	8,000.00	\$	6,000.00	-\$ 2,000.00	-33.3%
Marketing and Promotions	\$	125,045.62	\$	116,145.69	-\$ 8,899.93	-7.7%
Decorations and Prizes	\$	23,545.00	\$	-	\$ 23,545.00	
Memberships and Licenses	\$	78,871.77	\$	87,183.86	-\$ 8,312.09	9.5%
Miscellaneous	\$	176,126.37	\$	161,053.90	-\$ 15,072.47	-9.4%
Programming	\$	377,800.00	\$	302,768.00	-\$ 75,032.00	-24.8%
Reserve	\$	140,090.00	\$	370,090.83	-\$ 230,000.83	62.1%
Staff Development and Tuition	\$	85,624.20	\$	75,404.20	-\$ 10,220.00	-13.6%
Travel and Accommodations/Parking	\$	87,617.80	\$	95,242.07	-\$ 7,624.27	8.0%
Utilities	\$	221,799.00	\$	195,000.00	-\$ 26,799.00	-13.7%
Volunteer Appreciation	\$	28,701.18	\$	25,810.00	-\$ 2,891.18	-11.2%
	\$	9,961,514.55	\$	9,931,734.44	-\$ 6,235.11	-0.1%
Surplus/Deficit from Operations	-\$	427,744.71	-\$	534,386.51		
Interest	\$	128,532.18	\$	162,353.99	-\$ 33,821.81	20.8%
Loan Repayment	\$	299,212.53	\$	372,032.51	-\$ 72,819.98	19.6%
Total	\$	427,744.71	\$	534,386.50	\$ 106,641.79	20.0%
Deficiency of revenue over expense before Amortization	-\$	0.00	-\$	0.00		
Amortization	\$	625,000.00	\$	635,000.00		
Deficiency of revenue over expense	-\$	625,000.00	-\$	635,000.00		

2017-18 Budget Summary by Ends

Revenue

	2017-18	2016-17	\$ change	%change	Ends % Breakdown
End 1	\$ -	\$ -	\$ -	-	
End 2	-\$ 409,226.65	-\$ 369,859.75	\$ 39,366.90	11%	29%
End 3	-\$ 545,776.25	-\$ 525,666.25	\$ 20,110.00	4%	39%
End 4	-\$ 449,315.00	-\$ 835,618.06	-\$ 386,303.06	-46%	32%
Unassignable	-\$ 3,630,120.16	-\$ 3,746,615.48	-\$ 116,495.32	-3%	
Contributing Business Ops	-\$ 2,942,323.70	-\$ 2,675,921.41	\$ 266,402.29	10%	
Health & Dental	-\$ 2,412,497.50	-\$ 2,312,440.00	\$ 100,057.50	4%	
Total	-\$ 10,389,259.26	-\$ 10,466,120.95			

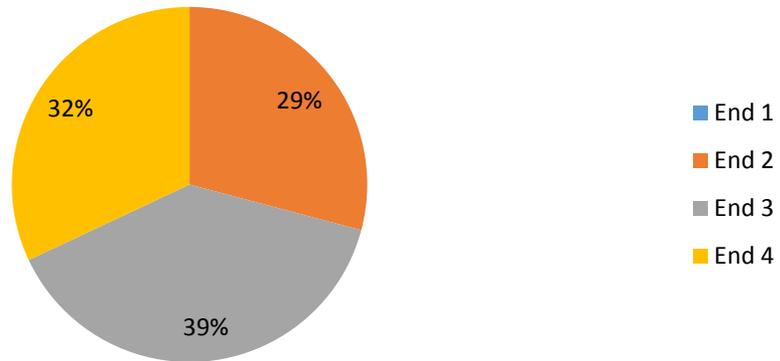
Expense

	2017-18	2016-17	\$ change	%change	Ends % Breakdown
End 1	\$ 151,109.84	\$ 236,673.75	\$ 85,563.91	36.2%	6%
End 2	\$ 682,531.95	\$ 650,758.24	-\$ 31,773.71	-4.9%	29%
End 3	\$ 825,559.72	\$ 762,707.59	-\$ 62,852.13	-8.2%	36%
End 4	\$ 665,954.65	\$ 997,486.52	\$ 331,531.87	33.2%	29%
Unassignable	\$ 3,178,845.02	\$ 3,108,973.39	-\$ 69,871.63	-2.2%	
Contributing Business Ops	\$ 2,598,996.08	\$ 2,584,383.36	-\$ 14,612.72	-0.6%	
Health & Dental	\$ 2,286,262.00	\$ 2,125,138.10	-\$ 161,123.90	-7.6%	
Total	\$ 10,389,259.26	\$ 10,466,120.94			

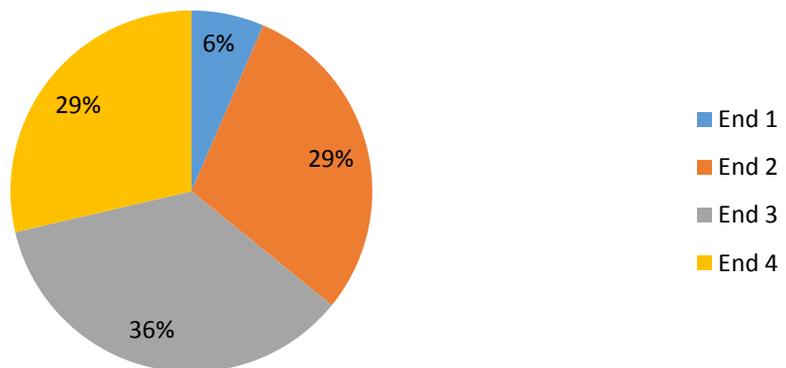
Revenue Net Expense

	2017-18	2016-17
End 1	\$ 151,109.84	\$ 236,673.75
End 2	\$ 273,305.30	\$ 280,898.49
End 3	\$ 279,783.47	\$ 237,041.34
End 4	\$ 216,639.65	\$ 161,868.46
Unassignable	-\$ 451,275.14	-\$ 637,642.08
Contributing Business Ops	-\$ 343,327.62	-\$ 91,538.06
Health & Dental	-\$ 126,235.50	-\$ 187,301.90
Total	-\$ 0.00	-\$ 0.00

2017-18 Revenue Breakdown by Ends



2017-18 Expense Breakdown by Ends



2017-18 Over \$10K Payment Report

\$ 10,000.00	VP: Clubs & Associations Special Event and New Initiative Funding Waterloo Campus
\$ 10,000.00	VP: University Affairs OUSA Membership Fee (2nd Payment)
\$ 10,000.00	Orientation Week App License (Guidebook)
\$ 10,000.00	Orientation Week Waterloo Mental Health Programming
\$ 11,081.90	Orientation Week Waterloo First Year Student Water Bottles
\$ 11,360.50	Orientation Week Waterloo First Year Student Laundry Bags
\$ 11,865.00	Orientation Week Waterloo First Year Student Tubers
\$ 13,000.00	VP: Finance & Administration Year End Volunteer Appreciation Event
\$ 15,000.00	VP: Programming & Services Waterloo Welcome Back Concert Tech
\$ 15,500.00	Orientation Week Waterloo Orientation Carnival
\$ 16,500.00	Capital Improvements Wilfs/Turret
\$ 16,950.00	Orientation Week Waterloo First Year Student T-Shirts
\$ 20,500.00	Audit Expense
\$ 22,000.00	A-Team Live Concerts Tech & Equipment
\$ 25,000.00	Orientation Week Concert Entertainers Tech & Equipment
\$ 30,000.00	VP: Programming & Services Waterloo Homecoming Show
\$ 30,000.00	Orientation Week Volunteer OneCard Meal Money
\$ 34,050.00	Orientation Week Brantford Concert
\$ 36,000.00	VP: Clubs & Associations Clubs Funding Waterloo Campus
\$ 38,000.00	VP: University Affairs OUSA Membership Fee (1st Payment)
\$ 40,000.00	A-Team Live Concerts
\$ 45,000.00	VP: Programming & Services Waterloo Welcome Back Show
\$ 65,498.30	Shinerama Waterloo Donation to CF Canada
\$ 72,000.00	Insurance Expense
\$ 84,000.00	Required FNCC Elevator Repair

GOVERNANCE 2017/18 BOARD OF DIRECTORS 14-700

EXPENSES:
PERIOD
2016/17
2017/18
8700 VOLUNTEER APPRECIATION

Director VA Gift (12 @ \$30 each)	13	\$ 360.00	\$ 360.00
	TOTAL	\$ 360.00	\$ 360.00

7005 FOOD EXPENSE

Snacks and Refreshments at Board Meetings	1-13	\$ 1,300.00	\$ 1,500.00
Transition - FOOD EXPENSE	11-12	\$ 250.00	\$ 250.00
	TOTAL	\$ 1,550.00	\$ 1,750.00

7080 HONOURARIUM

CGO Honourarium	1-13	\$ 23,625.80	\$ 24,098.00
CGO-Elect Transition Honourarium	13	\$ 250.00	\$ 250.00
Summer Secretary Honourarium	5	\$ 350.00	\$ 400.00
Fall & Winter Secretary Honourarium	8 & 12	\$ 1,000.00	\$ 1,600.00
	TOTAL	\$ 25,225.80	\$ 26,348.00

8263 SUPPLIES - GENERAL

Ownership Linkage Supplies	5-13	\$ 1,000.00	\$ 1,000.00
	TOTAL	\$ 1,000.00	\$ 1,000.00

8350 TELEPHONE

CGO Cell Phone Subsidy (\$55/month)	1-13	\$ 660.00	\$ 660.00
	TOTAL	\$ 660.00	\$ 660.00

8500 TRAVEL AND ACCOMODATIONS

Summer Mileage for Directors	1-5	\$ 1,000.00	\$ 1,000.00
Travel Expense for Brantford Directors	3-13	\$ 650.00	\$ 650.00
Travel Expense for Waterloo Directors	3-13	\$ 480.00	\$ 480.00
Transition Travel	11-13	\$ 450.00	\$ 450.00
CGO Travel Between Brantford and Waterloo	1-13	\$ 2,420.00	\$ 600.00
	TOTAL	\$ 5,000.00	\$ 3,180.00

8756 BENEFITS - PART TIME

CGO CPP	1-13	\$ 945.03	\$ 945.00
	TOTAL	\$ 945.03	\$ 945.00

6660 Professional Development

Board Retreat Trainng	12		\$ 2,720.00
	TOTAL	\$ -	\$ 2,720.00

TOTAL EXPENSES: \$ 34,740.83 \$ 36,490.80

GOVERNANCE 2017/18 ELECTIONS 14-701

EXPENSES:

PERIOD 2016/17 2017/18

7005 FOOD EXPENSE

Floats for Votes - Waterloo	10	\$ 300.00	\$ 300.00
Floats for Votes - Brantford	10	\$ 100.00	\$ 120.00
Food for Scrutineers & Appeals Committee at Ballot Counting Lockdown	10	\$ 80.00	\$ 100.00
	TOTAL	\$ 480.00	\$ 520.00

7420 ANNUAL SOFTWARE MAINTENANCE

Election System Maintenance and Setup	10	\$ 3,000.00	\$ 3,500.00
	TOTAL	\$ 3,000.00	\$ 3,500.00

7850 PUBLICITY AND ADS

Information and Elections Posters	8-10	\$ 100.00	\$ 100.00
Election Reimbursements	11	\$ 5,550.00	\$ 5,550.00
Student Publications Advertisements	7-10	\$ 1,170.00	\$ -
	TOTAL	\$ 6,820.00	\$ 5,650.00

8265 SUPPLIES MARKETING

Election Supplies	7-10	\$ 130.00	\$ 1,000.00
Laurier Votes Prizes	7-10	\$ -	\$ 1,200.00
Presentation Boards	8	\$ 30.00	\$ -
Zap Banners (3 x \$300)	2	\$ 900.00	\$ -
	TOTAL	\$ 1,060.00	\$ 2,200.00

8500 TRAVEL & ACCOMODATION

Open Forum Bussing	10	\$ 800.00	\$ 800.00
Elections Results Night Transportation from Brantford	10	\$ 400.00	\$ 450.00
	TOTAL	\$ 1,200.00	\$ 1,250.00

7080 HONOURARIUM

ACRO Honourarium (\$600 per period)	6-11	\$ 3,600.00	\$ 3,600.00
HDRO Honourarium	10 & 11	\$ 850.00	\$ 850.00
	TOTAL	\$ 4,450.00	\$ 4,450.00

8753 BENEFITS - PART TIME

ACRO EI	6-11	\$ 144.00	\$ 133.00
HDRO EI	6-11	\$ 34.00	\$ 34.00
	TOTAL	\$ 178.00	\$ 167.00

TOTAL EXPENSES: \$ 17,188.00 \$ 17,737.00

Board-Management Delegation #1 “Global Board-Management Delegation”

This interpretations-based monitoring report for Board-Management Delegation Policy #1 “Global Board-Management Delegation” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#1: The Board will: Hold the President and Chief Executive Officer as their sole official connection to the operational organization, its achievements, and conduct.

CGO INTERPRETATION

I define “President and Chief Executive Officer” as being the highest-ranked person within the organization who has been elected by their peers to serve in that position. I interpret “Board’s sole official connection” as being the only employee responsible to the Board of Directors. Further, I interpret this to mean that the President is the only person within the organization that the Board directly controls. I interpret “operational organization” to mean the aspects of the Students’ Union that pertain to its day-to-day functions and execution of duties. I interpret “achievements” to mean all of the things accomplished by the organization and its staff. I interpret “conduct” to mean the manner in which the organization handles their work and interacts with external and internal partners.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The President & CEO is the only operational staff within the organization to in which the Board gives direction.

EVIDENCE:

1. The Board of Directors does not and have not given direction to any operational staff member aside from the President & CEO.

I report this section as **COMPLIANT**.

Board-Management Delegation #2a “Unity of Control”

This interpretations-based monitoring report for Board-Management Delegation Policy #2a “Unity of Control” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2a1: The Board will: Ensure that decisions or instructions of individual Board members, Officers, or Committees are not binding on the president.

CGO INTERPRETATION

I define “decisions or instructions” as meaning directions that are handed down by a specific body or person. I interpret “individual Board members” as being one specific Director who currently sits on the Board of Directors. I interpret “Officers” as the three signing authorities outlined in Article VII of the constitution, including the Chief Governance Officer (CGO), the Chief Executive Officer (CEO), and the Chief Operating Officer (COO), who are each empowered to lead a department within the organization. I interpret “committees” to be bodies within the Board of Directors that are struck to fulfill a specific mandate. I

define “binding” as the obligation that the person who receives instruction is required to follow it.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Only the Board of Directors assigns instruction to the President.

EVIDENCE

1. The only body that has assigned instruction to the President is the Board.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2a1a: Unless the Board has specifically authorized such exercise of authority.

CGO INTERPRETATION

I interpret “specifically authorized” as meaning the Board of Directors has given a person or committee to execute a function on its behalf. I interpret “exercise of authority” as meaning that the person or committee has been given power by the Board of Directors to act on its behalf.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Other than the Board, only those specifically empowered by the Board to do so will give instructions to the President.

EVIDENCE

1. No other entity have given instruction to the President.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2a2: The Board will: Remain cognizant of their motions to ensure that they do not take a material amount of staff time or funds, nor are disruptive, unless necessary for the Board to function.

CGO INTERPRETATION

I define “cognizant of their motions” to mean that the Board of Directors will be aware of the decisions that they have made. I interpret “material amount of

staff time or funds" to mean a significant portion of staff resources and hours that if absent, could put them at risk of not being able to perform their job-specific duties. I interpret "disruptive" as interrupting duties. I interpret "necessary for the Board to function" as meaning that a directive must be fulfilled in order to ensure effective governance within the organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Board decisions do not unnecessarily detract from the ability of Students' Union employees to perform their job-specific duties.
2. Students' Union employees execute all Board decisions that are necessary for it to function.

EVIDENCE

1. Board decisions do not unnecessarily detract from the ability of Students' Union employees to perform their job-specific duties.
2. There have been no reports of Students' Union employees not executing Board decisions that are necessary for its function.

I report this section as **COMPLIANT**.

Board-Management Delegation #2b "Accountability of the President"

This interpretations-based monitoring report for Board-Management Delegation Policy #2b "Accountability of the President" is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2b1: The Board will: Hold the President fully accountable for all organizational operations.

CGO INTERPRETATION

I interpret “hold the President fully accountable” to mean that the Board of Directors will assess the performance of the Students’ Union through the President. The Board of Directors is mandated to hold the President solely accountable for the organization. I interpret “organizational operations” to be the day-to-day functions and execution of duties within the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board takes appropriate actions when responding to Presidential performance regarding Students’ Union operations.

EVIDENCE

1. The Board has taken appropriate action to hold the President fully accountable when responding to their performance regarding Students’ Union operations.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2b2a: The Board will: View Presidential Performance as identical to organizational performance, so that: organizational accomplishment of a reasonable interpretation of Board-stated Ends.

CGO INTERPRETATION

I interpret “Presidential performance” as the execution of the job-specific duties that the President holds. I interpret “identical” to mean that two items are viewed as the exact same. I interpret “organizational performance” to mean the functioning and operations of the Students’ Union as a whole. I interpret “organizational accomplishment” to be the results that come from the work and operations of the Students’ Union and its staff. I define “reasonable interpretation” to mean that an average person with fair judgment could come up with a similar conclusion regarding a specific policy. I interpret “Board-stated Ends” to be the policies that the Board has set out in E#1 to dictate what the Students’ Union needs to aspire to achieve through its functions.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board draws no formal distinction between the performance of the President and the performance of the organization.
2. All actions of the Students' Union are done in accordance to the Ends Policies.

EVIDENCE

1. The Board conducts their performance review of the President strictly regarding organizational accomplishment of Board-stated Ends.
2. There have been no reports of Students' Union actions straying away from the Ends Policies.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2b2b: Avoidance of Board-proscribed means will be viewed as successful Presidential performance.

CGO INTERPRETATION

I define "avoidance of Board-proscribed means" to be compliance with the Executive Limitation (EL) policies. I interpret "successful Presidential performance" to mean that the Students' Union is in compliance with said policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Executive Limitation (EL) policies are in compliance.

EVIDENCE

1. EL#2d "Financial Conditions & Activity" Section 6 was found Non-Compliant. All other Executive Limitation policies are in compliance.

I report this section as **NON-COMPLIANT**.

POLICY STATEMENT BMD#2b3: The Board will: Never give instructions to persons who report directly or indirectly to the President.

CGO INTERPRETATION

I interpret “give instructions” to mean assigning a task or modifying the behavior of a specific person. I interpret “report directly or indirectly” to mean that a person is held accountable for their actions through their superior.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board of Directors gives instructions to no other person than the President, an Officer of the Organization, or governance staff, including but not limited to the CRO, ACRO, DRO and Board Secretary.

EVIDENCE

1. The Board of Directors does not give instruction to persons other than the President, an Officer of the Organization, or governance staff, including but not limited to the CRO, ACRO, DRO, and Board Secretary.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2b4: The Board will: Not evaluate, either formally or informally, any staff other than the President.

CGO INTERPRETATION

I interpret “evaluate formally or informally” to mean the assessment of the performance of a Students’ Union employee. I interpret “staff” to be any person who is paid or unpaid within the organization and is expected to perform a function or task.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board evaluates no other employee than the President.

EVIDENCE

1. The Board does not evaluate any employee of the Students’ Union other than the President.

I report this section as **COMPLIANT**.

Board-Management Delegation #2c “Delegation to the President”

This interpretations-based monitoring report for Board-Management Delegation Policy #2c “Delegation to the President” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2c1: The Board will: Develop policies instructing the President to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined here are means issues.

CGO INTERPRETATION

I interpret “develop policies” to mean that the Board will establish and pass motions regarding the future and direction of the Students' Union. I interpret “instructing the President” to mean that Board policies will dictate how the President will perform their duties. I define “specified results, for specified recipients, at a specified cost” to mean that the Board will outline what it expects the President to achieve within a reasonable means. I further interpret ‘reasonable’ to mean of fair judgment. I interpret “systematically” to mean that Board decisions fall into an outlined plan for a specific purpose. I interpret “Ends policies” to be policies outlining what the Board determines what the Students' Union must work towards in its activities. I interpret “means issues” to be the parameters in which the organization must function in order to achieve the specified Ends.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board will have Ends (E) policies that the President must work towards.
2. All policies regarding means exist within the Executive Limitation (EL) policies.

EVIDENCE

1. The Board has Ends Policies within the Policy Governance manual of the Organization.
2. All policies regarding means exist within the Executive Limitation Policies of the Organization.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2c2: The Board will: Develop policies that limit the latitude that the President may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the President.

CGO INTERPRETATION

I interpret "limit the latitude that the President may exercise" to mean that the Board will specify what the President may not do when exercising their duties. I interpret "organizational means" to be the ways in which the Students' Union accomplishes the Ends set out by the Board. I interpret "delegated to the President" to mean the powers that the President has to execute the duties of that office.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board limits the latitude of the President through Executive Limitations (EL) policies.
2. The Board does not outline what the President must do to achieve the Organization's Ends, rather what the President will not do.

EVIDENCE

1. The Board has set Executive Limitations policies that limit the latitude of the President. These policies outline what the President will not do to achieve the Ends of the Organization as opposed to what they must do.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2c3: The Board will: Acknowledge that below the global level, the aggregate of limitations on any given level may embrace the scope of the foregoing level, but only if justified by the President to the Board's satisfaction.

CGO INTERPRETATION

I interpret "global level" as being the highest level of policies in a Policy Governance structure. I define "aggregate of limitations" as being all policies that follow the global policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Any attempts to embrace the scope of the previous policies will be justified by the President to the Board's satisfaction.

EVIDENCE

1. Any attempt to embrace the scope of the previous policies is justified by the President to the Board's satisfaction.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2c4: The Board will: Authorize the President to establish all further policies, make all decisions, take all action, establish all practices and develop all activities so long as they use any reasonable interpretation of the Board's Ends and Executive Limitations policies.

CGO INTERPRETATION

I interpret "authorize the President" to mean that the Board of Directors has delegated the President to perform a duty or function. I interpret "all further policies" to mean Students' Union policies that are not established by the Board of Directors. I interpret "reasonable interpretation" to mean that the average person with fair judgment could come up with a similar conclusion regarding a specific policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board places no further limitations on the President than what is set out in the Board's Ends and Executive Limitations.

EVIDENCE

1. The Board has not set further limitations on the President beyond the Ends and Executive Limitations policies.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2c4a: Such decisions of the President shall have full force and authority as if decided by the Board.

CGO INTERPRETATION

I define "full force and authority" to be the power to make decisions that must be followed within the organization. I interpret "as if decided by the Board" to mean that such decisions carry the same weight, authority and expected compliance as those that are made by the Board of Directors.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Presidential decisions outside of Board control will be binding on the Students' Union.

EVIDENCE

1. All Presidential decisions beyond Board control binds on the Students' Union.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2c5: The Board will: Have the authority to change its Ends and Executive Limitations policies.

CGO INTERPRETATION

I define "have the authority" to mean the ability to make decisions at its own accord. I interpret "change" as meaning the Board can modify the policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Only the Board changes its policies.

EVIDENCE

1. No entity other than the Board has changed Board policies.

I report this section as **COMPLIANT**.

Board-Management Delegation #2d1 “Monitoring Executive Performance”

This interpretations-based monitoring report for Board-Management Delegation Policy #2d1 “Monitoring Executive Performance” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2d1.1: The Board will: Determine the degree to which Board policies are being met through monitoring.

CGO INTERPRETATION

I define “degree to which Board policies are being met” to mean the level of compliance that is demonstrated by the President. I interpret “monitoring” as the action of assessing whether or not Board policies are in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All relevant Board policies are monitored throughout the year.

EVIDENCE

1. All relevant Governance Processes, Executive Limitations, Ends, and Board-Management Delegations policies are monitored throughout the year.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.1a: Information that does not do this will not be considered monitoring data.

CGO INTERPRETATION

I interpret "information that does not do this" to be data that does not demonstrate either compliance, or the lack of compliance. I interpret "monitoring data" to be information that aids in the determination of the degree of compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All information pertaining to monitoring reports that is presented to the Board is relevant when assessing compliance.

EVIDENCE

1. All monitoring reports that have been presented to the Board had relevant information in order to assess compliance.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.2a: The Board will: Acquire monitoring information by one or more of three methods: by INTERNAL report: in which the President discloses interpretations and compliance information to the Board.

CGO INTERPRETATION

I interpret "monitoring information" to be all relevant data that aids in the determination of compliance. I define "disclosing interpretations" as the President presenting their thoughts on the meaning of the relevant policy. I

define "compliance information" to be the President's determination on whether or not the policy in question is in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board receives monitoring reports of every Executive Limitation and Ends policy over the course of the year.

EVIDENCE:

1. The Board receives monitoring reports of every Executive Limitation and Ends policy over the course of the year through the implementation of a Monitoring Schedule. To date, the Board has received every monitoring report that has been scheduled.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.2b: The Board will: Acquire monitoring information by one or more of three methods: by EXTERNAL REPORT: in which an external, disinterested 3rd party selected by the Board assesses compliance with the President's interpretation of Board policies.

CGO INTERPRETATION

I interpret "external, disinterested 3rd party", as a body that is neither the Board of Directors, the President, any other body within the Students' Union, or a partner of the Students' Union. I interpret "assesses compliance" as determining whether or not the President is in compliance with relevant Board policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board tasks a third party with assessing Presidential compliance and the information collected is presented to the Board.

EVIDENCE

1. The Board has tasked KPMG Auditors to assess Presidential compliance. The information was presented to the Board at the November 11th Board Meeting.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.2c: The Board will: Acquire monitoring information by one or more of three methods: by DIRECT BOARD INSPECTION: in which a designated Board member or members of the Board assess compliance with the President's interpretation of the appropriate policy criteria.

CGO INTERPRETATION

I define "designated Board member or members of the Board" to mean Directors chosen by the Board as a whole to perform a specific task. I define "assess compliance" as determining whether or not the President is following a specific policy. I interpret "President's interpretation" as the thoughts of the President as to what a specific policy means. I interpret "appropriate policy criteria" as the means that must be met to bring a policy into compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Board Direct Inspection committees report to the Board regarding the compliance of the specific policy they were tasked with assessing.

EVIDENCE

1. All Board Direct Inspection committees have reported to the Board regarding the compliance of their mandated policy.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.3a: The Board will: judge: the reasonableness of the President's interpretation.

CGO INTERPRETATION

I define "reasonableness of the President's interpretation" as meaning the conclusion made by the President could be derived from a reasonable, unaffiliated person.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board approves all Presidential interpretations in monitoring reports that are deemed reasonable.

EVIDENCE

1. The Board has approved all Presidential interpretations in monitoring reports thus far.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.3b: The Board will: judge: whether data demonstrates accomplishment of the interpretation.

CGO INTERPRETATION

I define "data" as being all evidence that is given to the Board by the President for a specific monitoring report. I interpret "demonstrates accomplishment of the interpretation" as meaning the evidence provided by the President supports the interpretation provided by the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All evidence for a monitoring report presented to the Board directly relates to the Presidential Interpretation.

EVIDENCE

1. The evidence for EL#2j did not directly relate to the President's interpretation, resulting in its rejection at the Board table on March 10, 2017.

I report this section as **NON-COMPLIANT**.

POLICY STATEMENT BMD#2d1.4: The Board will: accept any reasonable President interpretation of the Board policy being monitored as the standard for compliance.

CGO INTERPRETATION

I define "reasonable President interpretation" as meaning a definition given by the President for a specific policy that is deemed reasonable by the Board. Further, I interpret "reasonable" to be of fair judgment by any average and unaffiliated persons. I interpret "standard for compliance" to mean that a successful demonstration of the President's interpretation means that the policy in question is in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board accepts all reasonable Presidential interpretations as the standard for compliance.

EVIDENCE

1. The Board has accepted all reasonable Presidential Interpretations as the standard for compliance.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.4a: The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favoured by Board members or by the Board as a whole.

CGO INTERPRETATION

I define “final arbiter of reasonableness” to mean that the Board determines how reasonable a Presidential interpretation is, and their decision is the final say. I interpret “reasonable person test” to mean that the average person with fair judgment could come up with the same interpretation as the President. I define “favoured by Board Members or by the Board as a whole” as a differing interpretation that is preferable to one or more Directors than the one that is presented.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board determines the reasonableness of all interpretations.
2. The Board only rejects Presidential interpretations if a reasonable person could not come up with the same, or similar interpretation.

EVIDENCE

1. The Board has determined the reasonableness of all interpretations and accepted all Presidential Interpretations thus far with this fact in mind.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.5: Monitoring information will be presented from all campuses in which the Union operates if there are discrepancies in compliance.

CGO INTERPRETATION

I interpret “monitoring information” as all related evidence that is provided to the Board of Directors to assess compliance of a specific policy. I define “all campuses in which the Union operates” as being any location where the Students’ Union houses offices, and exists to serve the needs of undergraduate students. I interpret “discrepancies in compliance” to mean that it is unclear if a policy is being followed across all campuses where the Union operates.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Evidence from both campuses is included in monitoring reports, when applicable.

EVIDENCE

1. Evidence from both campuses have been included in monitoring reports, when applicable.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d1.6: All policies that instruct the President will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule as follows.

CGO INTERPRETATION

I define “all policies that instruct the President” to be the Board’s Executive Limitations (EL) and Ends (E) policies. I interpret “frequency and method chosen by the Board” to be the Board’s accepted monitoring schedule that is presented at the start of the fiscal year by the CGO. I define “routine schedule” as the one that is set out in policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board accepts and follows a monitoring schedule for the year.

EVIDENCE

1. The Board accepted a monitoring schedule on May 7, 2016, and it has been consistently followed throughout the year.

I report this section as **COMPLIANT**.

Board-Management Delegation #2d2 “Monitoring Executive Performance – Performance Feedback”

This interpretations-based monitoring report for Board-Management Delegation Policy #2d2 “Monitoring Executive Performance – Performance Feedback” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2d2.1: The Board will: provide the President with a confidential mid-year performance review and discussion during the 1st week of November.

CGO INTERPRETATION

I define “confidential mid-year performance review and discussion” to mean that the Board assesses the performance of the President in-camera. I further interpret this to mean that the information collected from individual Board members is shared with the President in writing.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board completes a mid-year performance review in the 1st week of November and the information collected is shared with the President through a written report, provided by the CGO.

EVIDENCE

1. The Board completed a mid-year performance review at the November 25th Board Meeting with the written report being within the days following.

I report this section as **NON-COMPLIANT**.

POLICY STATEMENT BMD#2d2.1a: The Board Chair will provide performance feedback on behalf of the Board of Directors and the meeting will be facilitated by the Executive Director.

CGO INTERPRETATION

I interpret “performance feedback” to be the information collected from Directors of the Board regarding Presidential performance. I interpret “on behalf” to mean that the Chair of the Board is specially empowered to speak for the Board as a whole.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The performance feedback meeting takes place with the President and the Chair of the Board, and the Executive Director facilitates the meeting.

EVIDENCE

1. The midterm performance meeting with the President and Chair of the Board, and the Executive Director facilitating the meeting, took place on January 3, 2017.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d2.2: The Board will: provide the President with a confidential review of performance during the last week of March.

CGO INTERPRETATION

I interpret “confidential review of performance” to mean that the Board assesses the performance of the President in-camera. I further interpret this to mean that the information collected from individual Board members is shared with the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board completes a performance review during the last meeting of March, and the information is shared with the President accordingly.

EVIDENCE

1. The Board completed its performance review for the President at the March 24th Board Meeting, with the information being shared in a written report in the days following.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d2.2a: The Board Chair will provide performance feedback on behalf of the Board of Directors and the meeting will be facilitated by the Executive Director.

CGO INTERPRETATION

I define “performance feedback” to be the information collected from Directors of the Board regarding Presidential performance. I interpret “on behalf” to mean that the Chair of the Board is specially empowered to speak for the Board of Directors as a whole.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The performance feedback meeting takes place with the President and the Chair of the Board, and is facilitated by the Executive Director.

EVIDENCE

1. The final performance meeting with the President and Chair of the Board, and the Executive Director facilitating the meeting, took place on April 10th, 2017.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d2.3: The Board will: ensure that the president responds in writing to the mid-year review within fourteen (14) days of completing the performance discussion.

CGO INTERPRETATION

I interpret “responds in writing” to mean that the President submits a formal response to the Board. I interpret “performance discussion” to be the meeting

held between the Chair of the Board, President and Executive Director regarding the performance review of the President completed by the Board.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The president responds in writing to the mid-year review within fourteen (14) days of completing the performance discussion

EVIDENCE

1. The President responded to the mid-year review within fourteen days of completing the performance discussion.

I report this section as **COMPLIANT**.

Board-Management Delegation #2d3 “Monitoring Executive Performance – Performance Management”

This interpretations-based monitoring report for Board-Management Delegation Policy #2d3 “Monitoring Executive Performance – Performance Management” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and ***represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.***

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

April 28, 2017

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2d3.1: The Board will: provide the President with Verbal or Written Notification of performance concerns, given a *simple majority* (more than 50%) vote of the Board.

CGO INTERPRETATION

I interpret "performance concerns" to mean reservations held by the Board of Directors regarding the execution of duties by the office of the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. If needed, any performance concerns held by a majority of the Board will be provided, either verbally or in writing, to the President.

EVIDENCE

1. There have not been any performance concerns needed for the President.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d3.2: The Board will: provide the President with Written Notification of one (1) to five (5) days suspension, with or without pay, in consultation with the Union's solicitor, given a *special majority* (2/3) vote of the Board.

CGO INTERPRETATION

I interpret "the Union's solicitor" to mean the legal counsel for the Students' Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. If needed, there is consultation with the Union's solicitor.
2. If needed, there is a special majority of the Board voting in favour of suspending the President.
3. If needed, notification of suspension from the Office of the President will be provided in written form.

EVIDENCE

1. There has been no need to consult the Union's solicitor with regards to providing the President a Written Notification of suspension.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2d3.3: The Board will: provide the President with Written Notification of Termination from the Office of President in consultation with the Union's solicitor, given a special majority (2/3) vote of the Board, and written confirmation from the Union's solicitor that ground for termination exist.

CGO INTERPRETATION

I define "Termination from the Office of President" to mean that the services of the President and CEO are no longer required of the organization as determined by the Board of Directors. I interpret "consultation with the Union's solicitor" to mean that the Board will seek advice from its legal counsel upon making a decision of this nature. I interpret "grounds for termination" to mean that there is/are legitimate reasoning for the President to be terminated from their office.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. If needed, there is consultation with the Union's solicitor.
2. If needed, there is a special majority of the Board voting in favour of terminating the President.
3. If needed, notification of Termination from the Office of President will be provided in written form.

EVIDENCE

1. There has been no need to consult the Union's solicitor or provide the President with a Written Notification of Termination.

I report this section as **COMPLIANT**.

Strategic Plan Annual Update



Students' Union Operations Management Team

- President and CEO: Tyler Van Herzele (President)
- VP Finance and Administration: Marley Wildish (VPFA)
- VP University Affairs: Colin Aitchison (VPUA)
- VP Clubs and Association: Kelsey Jenkins (VPCA)
- VP Programming and Services Brantford: Carina Gerlings (VPPSB)
- VP Programming and Services Waterloo: Kim Hutchings (VPPSW)
- AVP Finance and Administration: Ryley Fletcher
- AVP University Affairs (Waterloo)- Phil Marfisi
- AVP University Affairs (Brantford)- Petek Yurt
- AVP Clubs and Associations: Emily Loewen

****The Students' Union Management Team members' contributions will be referred to throughout this document by their position acronym.***

1. Customer Experience

Students are the membership, ownership and customer base of the Students' Union and it is vital that the organization provide them with the best possible experience. The Students Union must strive to garner feedback, and use that feedback to continually improve the experience it provides in every different department.

Volunteers/ Retention

1. VPPSB

- a. Coordinators set out expectations with their committees during the first meeting in September. All volunteers agree to them and discussion is encouraged.
- b. Expectations as well as roles and responsibilities are revisited for each committee at the start of the winter semester.

Hiring and Recruitment/Employment

1. VPFA

- a. A review process for our Police Check Policy took place this past year. This review included student consultation and board discussion. The policy was completed early into the Winter Term with the procedures coming to a close at the end of this semester for implementation in September 2017.

Performance Management

1. VPFA

- a. This year we started to change the focus of our conduct meetings to be more about coaching and feedback to help remove that intimidation factor. This change allows us to be more effective in helping our volunteers develop over their time volunteering without the hesitation behind strikes.
- b. Any volunteer who received a poor performance appraisal was invited to a coaching meeting with the Director of Student Experience and VPFA.
- c. This proved to be successful as people took the feedback well and also provided us with feedback that we can bring to the organization next year.

Professional Development and Training

1. VPFA

- a. This year the Finance and Administration department has provided new training and professional development opportunities for volunteers at large. Over the summer, all coordinators were trained on how they can request funding for additional Professional Development opportunities for their committees on top of those that will be provided by the Finance and Administration department. This year we were happy to provide Peer Connect and Healthy Lifestyles Brantford volunteers with SafeTALK alertness training, an opportunity to help our volunteers become a suicide-alert helper. Additionally, we provided our Student Executive team with Mental Health First Aid training to help those who are in mental health crisis, as well as Disclosure training in order to help those who have been affected by sexual harassment and assault. Waterloo had a professional development day in January which involved committee professional development time and a presentation from the Career Center on how to advance your career using volunteering. Through a combination of free and paid professional development opportunities, we were excited to give our volunteers and staff more opportunities so that they are better equipped to help the Laurier Student body at large.

Staff Appreciation

1. President

- a. Over the year I have created two full office appreciation events. (one in July and one in April) These events are created to encourage the office staff to become more cohesive between departments and campuses. Doing this also breaks the pattern of day-to-day responsibilities allowing for a refreshed employee to return to work. Acting and responding as a team is crucial in this work and days like these help with overall morale.

2. VPFA

- a. After review of our volunteer appreciation methods we implemented a change to our year-end volunteer

appreciation in Waterloo by moving it to an off campus location. In doing so, we started to shift the focus of the event to better reflect the effort our volunteers commit to the organization yearly.

- b. In Brantford, volunteer appreciation was held in the Market Square basement and had great attendance. Awards and prizes were handed out and dinner was provided.

Customer Service

1. VPCA

- a. The Clubs and Associations department (VP and coordinators) promoted the use of the Student Feedback system on the yourstudentsunion.ca website. Messages received that were intended to go to the clubs department were always passed on by the Communications Strategist and replied to by the VP: Clubs and Associations or the President and CEO.
- b. The Clubs and Associations department had a team of 3 communications executives and a coordinator in order to quickly address concerns via email. These volunteers were divided by religion & culture, charity, and personal interest clubs to ensure similar concerns could be addressed by the same individual.

2. VPPSW

- a. The Programming & Promotions Manager and VP: Programming and Services [Waterloo] conducted a feedback collection week in December of 2016 to garner student criticism and commentary surrounding current programming initiatives. This was done via in person conversation, social media surveying and a booth in various areas of campus where students could write their feedback. This feedback was taken into consideration when looking into future programming and events that the department develops for the student membership.
- b. ERT surveyed their student volunteers surrounding their volunteer experience and their level of satisfaction in the experience they are currently being offered. This feedback was taken highly into consideration as we worked to reformat the structure of ERT for the 2017-18 year.
- c. Foot Patrol surveyed students about the level of service they offered and worked to garner a better understanding of what

the student population values in their service. This feedback was taken into consideration in the department's efforts to make Foot Patrol an increasingly accessible and inclusive service for the student membership.

Orientation Week

1. VPPSB

- a. Orientation week strives to provide a balance of social and academic programming by working with departments on campus.
- b. The planning team insures that academic sessions are covering all the departments on the Brantford Campus.
- c. Other groups are given the opportunity to showcase their social programming in organized sessions for incoming students
- d. 2016 orientation week allowed all students to attend the concert by opening up ticket sales to upper year students
- e. First year students are all given the opportunity to purchase a ticket which allows them to participate in all of the events with no added cost. These tickets are also available for mature students.
- f. Working with the Dean of Students office and Centre for Student Life and Engagement, events for mature students are provided
- g. Peer Connect and Healthy Lifestyles create programming that promotes campus and community programs.
- h. Peer Connect works with the Mental Health Education Group and Jack.org as well as the wellness center on campus. They also help to promote community groups that help students who are in need of extra resources.
- i. Healthy Lifestyles works with the Athletics and Recreation department on promoting a healthier life while at school and living away from home.

2. VPPSW

- a. Working with event partners such as the City of Waterloo in order to ensure quality and valuable programming and events for new undergraduate students

Programming

1. VPPSB

- a. Committees are all challenged at the beginning of the year to try new events and reach out to new audiences that encourages new members to join
- b. 2016/2017 committees were all encouraged to work with Clubs & Associations as well as other departments on campus to be able to provide more diverse and innovative programming.
- c. All committees are responsible for insuring that their programs fall within their mandates as well to provide avenues for members to ask questions and learn about our services, committees and departments

Services

1. VPPSB

- a. Essential services are fully explained online, in person and while using the service.
- b. Foot Patrol, operates to provide a safe walk/drive program in Brantford while working with Special Constable Service to insure students feel safe
- c. Food Bank provides an opportunity for students to request food packages who are low on funds. This provides a service where the university can refer students and it fills in a gap.

2. Communication

The Students' Union strives to communicate with all students in its membership, including those who engage outside of its regular networks. The organization strives to be an industry leader in representing and connecting with all students.

Connection with Students

1. President

- a. Over the year I have presented to many groups to share what the Students' Union has to offer each of its members. These presentations were for the Department of residence, Laurier International, Headstart, Open Houses, the Ontario University Fair, the Leadership Summit, Orientation Week 2016 and to our university partners in China.
- b. Through these engagements, marketing has been distributed and specific audiences were considered throughout the year. My efforts pairs with the digital and physical marketing we have around campus and on our social media pages.

2. VPPSB

- a. The Programming & Service department is constantly looking for ways to improve in many areas.
- b. We actively promote the customer feedback form online during all events
- c. Foot patrol seeks feedback during and after walks that can be sent to the feedback form or to VP PSB email for more direct feedback
- d. All committees participate in marketing meetings where they are able to speak with other representatives from other committees to partner on events, promote their services or events and gain feedback on how to better advertise

3. VPCA

- e. The Clubs and Associations communications team began sending out monthly emails with department-specific information, contests, dates and deadlines, upcoming events, and tips from the team.
- f. Mass emails were sent out from the VP with all important information along with the newsletter as an extra communication piece.

- g. Had the events calendar on the clubs.yourstudentsunion.ca up and running for the first time to communicate all club events to the larger student body

4. VPFA

- h. Added Hiring and Recruitment information to all essential services posters around campus.
- i. Partner with residence to reach first year students through sharing our hiring video and adding Hiring and Recruitment information to their rejection letters

5. VPPSW

- j. Winter Carnival began to offer information sessions for students not already engaged with the program to learn more about what it has to offer and answer any questions and clear up misconceptions that some students have about the Winter Carnival program.
- k. Winter Carnival began to offer a drop-in style format for some events to allow students that are not participating in the entirety of the week to still come out and share in the school spirit.
- l. Peer Connect began offering board game nights focussed on providing a social connection for International Students.
- m. Healthy Lifestyles revamped their first-year residence programming to make it more accessible and engaging to first year students. As a result their residence programming saw a much larger turnout than in previous years.

3. Transparency

The Students' Union strives to become completely transparent with every dollar of student money that is used in its operations.

Finances

1. VPCA

- a. Ensured all expense being passed through the Clubs and Associations department followed the guidelines set out by Non-Tuition Fee Protocol.
- b. We ensured no clubs were to charge membership fees to any student unless a tangible benefit was being provided (i.e. a club shirt), or an option of membership for \$0 was available.

2. VPFA

- a. Our debt has officially dropped below the \$5,000,000.00 mark, which was the debt limit set out by the university originally. This has allowed us to avoid using the line of credit as well as open up the opportunity to pursue capital investment opportunities in the coming years.

3. VPPSW

- a. Coordinators stayed on track with their budgets, using funds in a responsible manner and reallocating funds using the appropriate forms when money needed to be adjusted to fit in with changing committee and department directions throughout the course of the year.
- b. Actuals from the 2016-17 year were relied on when constructing the budget drafts for the 2017-18 fiscal year.
- c. Cleaned out the DAWB basement and organized more effectively to ensure funds were not wasted on unnecessary supplies and materials that committees within the department should be sharing.

Resource Management

1. VPPSB

- a. Each committee in the Programming & Services Department continues to update information on where money has been spent,
- b. Transition reports after each event coordinator completes an event a post event form is filled out with detailed information

on where rooms were booked, how much money was spent, who was involved etc. All reports are included in a transition report given to the incoming coordinator and executive team for the next year to review

2. **VPCA**

- a. Process maps were created for every process within the Clubs and Associations department for ease of transition and better transparency of departmental operations.
- b. A governance committee was created to vote on things such as special event funding, budget allocation and appeals processes to create a more equitable decision making hierarchy than in previous years.
- c. We created an on-campus event form to assess the types of events and frequency of events on campus and to provide risk management resources for those events.

4. Advocacy

The Students' Union is the leader in support and advocacy for all students by focusing on effective representation for students in areas that affect the accessibility, affordability and quality of their post-secondary education in Ontario.

Affordable Post-Secondary Education

1. VPUA

- a. Through our partners at OUSA, the Students' Union was involved in consultations as to how the new OSAP program would roll work next year. Additionally, the Vice President: University Affairs spoke at a government announcement of the program, which will provide additional access to education for those in greatest financial need.
- b. This year the Director, Policy Research & Advocacy, and the Vice President: University Affairs presented to Ontario's Standing Committee on Finance & Economic Affairs, requesting that the government expand OHIP eligibility to include international students, create an expedited process for students at the Landlord & Tenant Board, and re-allocate the mental health innovation fund into funding for frontline mental health services on campus. This was in addition to our regular lobbying of the Ministry of Advanced Education & Skills Development through OUSA, and our regular lobbying of our local elected officials.

A High Quality Educational Experience

1. President

- a. The Turret Renovation Project- Phase 1 was completed this year. The process involved an architect creating a plan for new designs through consultation with students, University staff, and operational teams within the Students' Union such as hospitality.
- b. Phase 2 of the project, which involves opening up repurposed space in the Hawks Nest for September 2017, will show tangible steps towards enhancing study space on campus. The final phase of the project is slated to finish by September 2018.
- c. The purpose behind the project is to take currently underused space and repurpose it for the needs of the students on the

Waterloo campus. The space is in need of upgrading and this project helps enhance the overall student experience by offering something currently not found on campus in the form of a general student lounge.

2. VPUA

- a. Our Vice President: University Affairs worked with the Graduate Students' Association this year, advocating for the university to create and implement mandatory TA training.
- b. OUSA's annual campaign this year was about Work-Integrated Learning. Additionally, the Vice President: University Affairs served as a panellist at a panel hosted by the former Chair of the Premier's Highly Skilled Workforce Panel to talk about how universities, students and employers can better equip the workforce of tomorrow with the skills they need to succeed.

Working with External Partners

1. VPUA

- a. In total, four of OUSA's six policy papers that were passed this academic year were co-authored by members of the Students' Union. The Vice President: University Affairs co-authored three OUSA policy papers: *Ancillary Fees*, *International Students & Education*, and *Housing, Transit & Community Development*. The Associate Vice President: University Affairs (Brantford) co-authored one: *Rural & Northern Students*. Additionally, the development of the *Housing, Transit & Community Development* came from advocacy from the Students' Union and the UWaterloo Federation of Students.
- b. Our Vice President: University Affairs was often called upon to represent OUSA at roundtables, government announcements, and asked to work on OUSA specific projects. This is a result of the strong training that our University Affairs executives undertake during transition, and the strong support that we have in both our current, and former Director, Policy Research & Advocacy.
- c. The two Associate Vice Presidents: University Affairs, attended numerous meetings with councillors, city staff, and mayors in both cities to ensure that students on both campuses were being adequately represented by both municipal governments.
- d. We partnered with the McMaster Students Union to host our

Federal Advocacy Conference in Ottawa this year. The week was a success, and after a joint meeting that included representatives from our group, the Canadian Alliance of Student Associations, and ADVOCAN, the MP we met with stated that she was impressed with the amount of effort and passion that our delegates had, despite not being a large network of student associations.

- e.** We met with the Members of Parliament from Brantford-Brant, Waterloo, Cambridge, Kitchener-Centre, Kitchener South-Hespeler and Kitchener-Conestoga at least once this year to advocate on our federal priorities.
- f.** We met with each of the MPPs listed above at least once this academic year, discussing issues such as, but not limited to, student housing, GO Transit to Waterloo Region, data and international student issues.

5. Representation

The Students' Union, through its elected positions, is a leader in representing students and their needs in areas of advocacy, programming and strategy.

Board of Directors

1. President

- a. This year the management team has had a positive and productive relationship with the Board of Directors. Using the President as a conduit for information sharing, the management team has been able to answer any questions the board has asked in a timely manner.
- b. The Monitoring report compliance chart shows that the relationship on both the governance and operational end of the organization has been performing as intended.
- c. Open office hours were available each Friday in the year for direct access to the President and CEO.

Transition

1. VPPSB

- a. Coordinators and Executives in all Programming & Services Brantford positions are to complete a full transition report at the end of each semester (Summer, Fall & Winter)
- b. Each report includes, but is not limited to, the budget received in the previous year, post event forms for each event, contact list, outline of what was accomplished each month and any important forms
- c. Each coordinator and executive includes their own feedback as well as tips on how to manage a team and deal with incidents
- d. Transition meeting is included at the end of the term to allow for outgoing team to answer questions for incoming team and to open conversation on improvements and feedback
- e. Full time staff are/were included in the transition period for the new Student Executive to be able to provide feedback and areas where they interact with the specific role
- f. Meetings are set up with each department in order for the incoming Student Executive to better understand the processes of the Students' Union
- g. Incoming VP PSB completed transition where they were invited to all meetings that were to better help their process of understanding how the role works with other employees, other Student Executives as well as other departments on

campus, which do not limit community partners.

- h.** During transition incoming Student Executive completed all items on the outlined report as well as outgoing VP PSB helped to better explain items that needed clarification

2. VPPSW

- a. Worked closely with the VP: Programming and Services on the Brantford campus on areas of overlap between committees such as Foot Patrol, Food Bank, Peer Connect, Healthy Lifestyles and EcoHawks in order to ensure a cohesive multi-campus brand.
- b. Ensure a thorough and efficient transition schedule to effectively turn the role over to the incoming VP: Programming and Services [Waterloo].

The President shall not risk the integrity or the independence of the Organization's elections or any general meeting of the membership. Additionally, the President will not influence the voting membership, also known as the ownership of the Organization.

The President will not:

1. Allow any club, organization, or service of the Organization to passively or actively participate in the electoral process.
2. Use resources of the Organization beyond what is determined by the Board.
3. Allow the Organization's corporate staff to express an opinion on any candidate or referendum affiliated with the Annual General Meeting or participate in elections.
4. Allow executive level employees to participate in any general meeting in a way that will compromise the quality or integrity of their position or the Organization.
5. Influence the hiring or work of the Chief Returning Officer, Assistant Chief Returning Officer, or any member of the elections committee.
6. Fail to plan for the resignation of a President-elect:
 - a. In the event a President-elect resigns prior to taking office, the Board of Directors will hold an Emergency General Meeting for the purposes of electing a new President, no later than Fall Reading Week of the following academic year.
 - i. The Board of Directors may appoint an interim President, provided they are a current member of the Organization or an outgoing Student Executive.
 - 5.1. The interim President may serve from the time the President-elect resigns until no later than two (2) weeks following the Emergency General Meeting.
- 6.7. Allow the Board to be unaware of any actual or anticipated noncompliance with regards to this policy immediately upon realizing such noncompliance or anticipated noncompliance.

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Election Review Committee Final Report

April 28th, 2017

The Election Review Committee was struck on February 10th 2017, with the mandate to look over current Students' Union elections policies and make suggestions regarding how to improve our elections process in the future. This involves recommending changes to existing rules, suggesting new ones, and coming up with innovative methods of furthering student involvement. The membership of this committee consisted of: Chair DeSumma, Vice President Aitchison (in the Chief Returning Officer capacity), President Elect Brar, Phil Champagne, Megan Lacoursiere, Ian Muller, Director DeSumma, Director Kelly, Director Ricci and Chair Elect Plummer, with input from President Van Herzele. The committee met on March 3rd and April 10th. This committee has managed to compile a host of suggestions aimed at improving multiple aspects of the Students' Union's election process.

Voting Days

The committee suggests:

- The Union continues to hold three (3) voting days.
- The Union ensures that voting booths are ran and are accessible on campus from 8am to 8pm for all voting days as laid out in the constitution.
- The 2017/18 Board of Directors discuss the topic of campaigning on voting days.
- Having Union volunteers assist in promoting voting during voting days.

Events and Scheduling

The committee suggests:

- The Chief Returning Officer look into altering and restructuring election events (e.g. open forum) to engage more students, reduce repetitive nature of events and make events accessible.
- The Chief Returning Officer is cognizant of candidates' class times and availabilities when scheduling events in order to increase candidate turnout.

Election Period

The committee suggests:

- The election period should begin on the third week of January to allow candidates, the Union's marketing department, The Cord, and Students' Union Staff time to prepare for elections.
- The Union examines and potentially modify the length of the election period as they see fit.

Other Suggestions Regarding the Elections Process

The committee suggests:

- In the case that the Chair is seeking election for any position in the upcoming election, any discussion surrounding elections should be held by the Vice Chair or a Director not planning on running in the upcoming election in order to preserve the integrity of the elections process.
- In the case that they Chair is seeking election for any position in the upcoming election, they do not take part in the process of hiring the Chief Returning Officer to ensure integrity of the elections process.
- The Union works towards not only increasing voter turnout, but also focuses on ensuring voters are informed on Candidate platforms and referenda submissions.

Respectfully Submitted,

Director Shannon Kelly and Director Jonathon Ricci
Co-Chairs of the Election Review Committee