



Board of Directors Meeting

Agenda Package

January 13, 2025

The Students' Union 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.

Students will benefit from:

- An organization that advocates for 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.

Board of Directors Agenda Package - December 2nd, 2024

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
5:30pm	1 min	Call to Order	adm	Chair Russo	
5:31pm	2 mins	Indigenous Land Acknowledgement	adm	Chair Russo	
5:33pm	2 mins	Regrets	adm	Chair Russo	GP #2c.8
5:35pm	1 min	Conflicts of Interest	adm	Chair Russo	GP #2c.2
5:36pm	2 mins	Adoption of Agenda	D	Chair Russo	
		MOTION that the Board of Directors adopt the agenda as presented			
5:38pm	1 min	<u>CONSENT AGENDA</u> President's Monitoring Reports: EL #2a - Treatment of Consumers EL #2b - Treatment of Staff EL #2j - Hiring Practices - Unpaid Staff EL #2n - Hiring Practices - Paid Staff EL #2d - Financial Conditions & Activities	D	Chair Russo	
		MOTION that the Board of Directors approve the Consent Agenda			
5:39pm	2 mins	Minutes Approval - December 12th, 2024	D	Chair Russo	GP #2c
		MOTION that the board of Directors approve the December 12th, 2024 meeting minutes			
5:41pm	3 mins	Comments from the Chair of the Board & CGO	fi	Chair Russo	
5:44pm	4 mins	Comments from the President & CEO	fi	President Jesseau	
5:48pm	4 mins	Comments from the Executive Director and COO	fi	ED Champagne	
5:52pm	20 mins	Winter Term Meeting Schedule	D	Chair Russo	GP #2j2
6:12pm	6 mins	Direct Inspection Committee Election: EL #2f - Asset Protection GP #2j - General Meetings	D	Chair Russo	
		MOTION required			
6:18pm	5 mins	Seagram Project Update	fi	President Jesseau	
6:23pm	8 mins	Extended Health and Dental Plan RFP Update and Committee Discussion	fd	President Jesseau	
6:31pm	2 mins	Announcements	fi	Chair Russo	
6:33pm	2 mins	Action Item Summary	adm	Chair Russo	
6:35pm	1 min	Adjournment	adm	Chair Russo	
		MOTION that the Board of Directors adjourn the January 13, 2025 meeting			
Total	1 hour and 6 mins				

LEGEND

fi, For information
fd, For discussion
D, Decision required
adm, Administrative task

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2a – Treatment of Consumers

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is fluid and cursive, with the first letter of each word being capitalized and prominent.

Ben Jesseau

President & Chief Executive Officer

Date completed: December 2nd, 2024

SECTION – EL #2a, 1

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**Operate**” as having stable control of the mechanisms, functions, employees and resources within the Students’ Union, its businesses, and its buildings. (Wilf’s, Turret, Golden Grounds, Belmont, Food Court, SU desk, etc.)

I interpret “**member focused facilities**” as all the physical spaces in which our businesses and offices exist, operate, and are available to our members for access.

I interpret “**member focused services**” as all services provided to our members including our businesses, benefits and experiential learning opportunities offered through volunteering or working with the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Sections 2a1a and 2a1b are in compliance.

EVIDENCE

1. Sections 2a1a and 2a1b are in compliance.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 1a

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

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CEO INTERPRETATION

I interpret “**measure**” as the collection and interpretation of data and feedback through intentional and structured mechanisms, from avenues where we interact with members from a facilities and services perspective.

I interpret “**member satisfaction**” as the undergraduate student body being content with our programming, services and businesses and striving to exceed member expectations.

I interpret “**usage**” as members engaging with Students’ Union businesses, services, and/or spaces

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students’ Union has a strategy to measure customer feedback about our business offerings and services, and actively seeks the procurement of feedback.
- This strategy is realized and executed at the discretion of the manager or department leader in charge of the service, program offering and/or the business most applicable. This may include but not limited to: written surveys, customer feedback forms, anonymous feedback through sufeedback@wlu.ca, feedback from our website, social media accounts etc.

SECTION – EL #2a, 1a

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
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EVIDENCE

1. The feedback form is open on the new website.
2. The @campuslife pages on Instagram are indicative of effective communication strategies intended to focus on the needs of particular campuses, where direct messaging capabilities are open and encouraged for feedback.
3. This year, the Students' Union Executive Leadership team has been boothing in the concourse and other high traffic areas on campus on a regular basis to directly interact with students to measure member satisfaction and get real time feedback on our programming, services and other offerings. This has included the use of an anonymous survey.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 1b

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

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 - a. measure member satisfaction and usage; or
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CEO INTERPRETATION

I interpret “**provide opportunity**” as communicating the programming and services offered by the Students’ Union through different mediums, to the members and omitting hindrances in their ability to access such channels.

I interpret “**member feedback**” as the process for the student body to provide both positive and constructive reviews to our operational performances and other data, which allows us to enhance our facilities and services. Further, at the Students’ Union we need to act on this feedback and constantly innovate.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The programming and services provided by the Students’ Union is accessible to members to provide their feedback both in a formal and in an informal manner.
- The Students’ Union business operations provide the opportunity for customers to provide feedback, either positive or constructive in an easy accessible way.

EVIDENCE

1. The Students’ Union maintains active Instagram pages (both a main account, and campus specific accounts) that students could reach out to via social media.

SECTION – EL #2a, 1b

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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2. Information for staff emails are located on the Students' Union website for public access (for both continuing staff and executive leadership). Email contacts are also available for many of our committees.
3. Open Door policies to all of our members, volunteers and employees allows for feedback to be given in person during office hours on both campuses with no fear of retaliation.
4. This year, the Students' Union Executive Leadership team has been boothing in the concourse and other high traffic areas on campus on a regular basis to directly interact with students to measure member satisfaction and get real time feedback on our programming, services and other offerings. This has included the use of an anonymous survey.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 2

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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CEO INTERPRETATION

I interpret “collecting, reviewing, transmitting or storing client information” as the data gathered, assessed, shared and housed by the Students’ Union through feedback mechanisms from our members.

I interpret “fail to protect against improper access” as instances where unauthorized personnel view or use such information, are provided access and/or can easily obtain access to customer feedback, confidential and/or personal information.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Only authorized personnel have access to client/customer information.
- Personal/individualized information is stored in a confidential manner either online or in a physically secure place.
- Authorized personnel are trained on their responsibility, limits on their confidentiality and are aware of consequences of such violations.

EVIDENCE

1. All credit card, debit card, and one card information collected through payment for Hospitality Services is shredded by a secure, external shredding company.

SECTION – EL #2a, 2

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

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 - a. measure member satisfaction and usage; or
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 5. Allow consumers to be unaware of this policy; or
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2. Only Operational Directors of the organization have access to user profiles and their subsequent information, within our online ticketing portal. The Directors (Member Services, Student Experience, Marketing Communications, Executive Director) are bound by contract for their position to keep student records confidential. The Student Experience Administrator (reporting to the Director, Student Experience) also has access to user profiles and their subsequent information.
 3. ERT keeps incident reports with client information in a locked cabinet that only approved ERT executives have access to (as well as their supervising Vice President).
 4. Digital copies are now also maintained in a teams file that the ERT Coordinators, VP: Programming & Services, and Director, Student Experience have access to.
 5. Foot Patrol keeps student information stored in file on their computer, which only those working dispatch, as well as Vice President: Programming & Services (Waterloo and Brantford) have access to.
 6. Our Director, Student Experience has access to input information through the University ADVOCATE student conduct & care system to store member information from incident reports in a centralized, confidential manner.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 3

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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CEO INTERPRETATION

I interpret “**Operate facilities**” as any Students’ Union function, business and/or space within the Fred Nichols Campus Centre, Brantford Student Centre or Golden Grounds.

I interpret “**insufficient accessibility**” as any of the operating facilities being non-compliant with government legislation such as but not limited to *Accessibility for Ontarians with Disabilities Act (AODA)*, which includes the *Integrated Accessibility Standards Regulation (IASR)*, *Ontario Human Rights Code* and the *Occupational Health and Safety Act (Ontario) [OHSA]*.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students’ Union has not been issued any unmet criteria under the Accessibility for Ontarians with Disabilities Act, as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.
- The Students’ Union has not been proven to infringe the rights of any person based on disability, as defined by Part 2, Section 17 of the Ontario Human Rights Code.
- The Students’ Union has not been issued any unmet criteria under the Occupational Health and Safety Act (Ontario), as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.

SECTION – EL #2a, 3

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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- Food options for intolerances, allergies or religious needs are available in the Students' Union food operations.

EVIDENCE

1. The Students' Union abides by the WLU Accessible Service Policy.
2. The Wilf's & Belmont Menu provides Vegetarian, Vegan, Halal, and Gluten Free Options as well as other dietary needs.
3. The Students' Union has not been issued any unmet criteria under the accessibility for Ontarians with Disabilities Act or the Occupational Health and Safety Act.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 4

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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CEO INTERPRETATION

I interpret “**clear**” as being straightforward, and easily understood when read or explained by a reasonable person standard.

I interpret “**well communicated**” as in using our channels of communication and marketing to let members know how to provide customer service feedback, and providing a comprehensive understanding of customer service policies which is executed by staff and the student executive of the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All member focused facilities and services of the Students’ Union have a Customer Service Policy
- All departments are aware of the Customer Service Policy and it’s implications and requirements of their respective departmental operations.
- All member focused facilities and services have a readily accessible and easy to read Customer Service Policy on our website or in accessible print should a member inquire.
- All member focused facilities and services have staff who are well trained on the Customer Service Policies.

SECTION – EL #2a, 4

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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EVIDENCE

1. The Students' Union as an up-to-date Customer Service Policy (Appendix A).
2. Our customer service policy is easily accessible at all of our service locations.
3. Staff were made aware of the updated Customer Service Policy at the July 2024 staff meeting, and the policy is available for all salaried staff in the Policy & Procedures library

I report this section as **COMPLIANT**.

SECTION – EL #2a, 5

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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CEO INTERPRETATION

I interpret “**allow consumers to be unaware of this policy**” as to be content with the undergraduate students at Wilfrid Laurier University having a gap in communication or knowledge of and accessibility towards the Customer Service Policy for the operations and services of the Students’ Union. This policy is to be communicated through various mediums including but not limited to: physical and digital versions, web-based platforms and promoted through our marketing channels. The Students’ Union strives to omit any hindrances towards accessing this policy for its members.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The respective Customer Service Policy of the Students’ Union operation and services are available and accessible online or readily available in print form.
- The process to obtain information concerning a Customer Service Policy becomes clear and advertised through its marketing.

SECTION – EL #2a, 5

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

EVIDENCE

1. Our customer service policy is easily accessible at all of our service locations.
2. The customer service policy is available online on the Students' Union website.

I report this section as **COMPLIANT**.

SECTION – EL #2a, 6

Treatment of Consumers

EL #2a

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

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CEO INTERPRETATION

I interpret “**operate without a way for persons to be heard**” as providing mechanisms and opportunities for both formal and informal feedback from our members and consumers. All persons should be able to submit feedback without repression, fear of attribution or retaliation and have the option of remaining anonymous.

I interpret “**a reasonable interpretation of their rights under this policy**” as any person interpreting their rights towards this policy using the reasonable person standard.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There are pluralities of identified channels through which members, customers and employees can provide feedback both formally and informally.

EVIDENCE

1. Customers can provide feedback during open office hours, social media, and through the website form. They are also able to provide feedback in person through the SU Desk or with a manager on duty at a hospitality offering.

I report this section as **COMPLIANT**.

Appendix A: Customer Service Policy



CUSTOMER SERVICE POLICY

Approving Authority: President and Chief Executive Officer; Executive Director

Administrative Responsibility: Director, Policy Research and Advocacy

Original Approval Date: June 21, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents: *Wilfrid Laurier University Students' Union Policy on Accessible Customer Service Standards: Providing Goods and Services to People with Disabilities; Accessibility for Ontarians with Disabilities Act; Wilfrid Laurier University Accessible Service Policy for Persons with Disabilities (8.10)*

1. Purpose

1.1. This policy outlines the Students' Union's customer service priorities, our commitment to gathering feedback from our members, and our obligation to provide accessible customer service. We recognize the importance of providing the Wilfrid Laurier University campus community and especially undergraduate students with the opportunity to offer suggestions, lodge a complaint, critique our programming and services, or communicate a positive experience.

2. Jurisdiction/Scope

2.1. This policy applies to:

2.1.1. All Students' Union staff and volunteers.

2.1.2. All Students' Union communications, activities, and programming.

3. Policy

3.1. In all interactions with undergraduate student members, campus partners, and community members, Students' Union staff and volunteers will act with respect, inclusivity, and intentionality.

3.2. The Students' Union will comply with all relevant accessibility standards, including those required by the *Accessibility for Ontarians with Disabilities Act* and Wilfrid Laurier University's *Accessible Service Policy for Persons with Disabilities (8.10)*.

3.3. The Students' Union Hospitality Department will publicly display expanded customer service principles specific to each business operation.

3.4. The Students' Union commitment to customer service excellence includes proactive communication strategies and an imperative to collect a range of feedback, service reviews, and general suggestions for improvement from our members.



- 3.4.1. Customer service feedback will be actively sought through outreach to our members, and by providing for a variety of member response mechanisms and forums, including but not limited to:
 - 3.4.1.1. Individual submissions by telephone, email, in writing, or through an in-person meeting.
 - 3.4.1.2. A customer service feedback form available on the Students' Union website.
 - 3.4.1.3. A "Contact & Resources" tab on the Students' Union website.
 - 3.4.1.4. Solicited programming and events feedback.
 - 3.4.1.5. Solicited committee participation feedback.
 - 3.4.1.6. Interaction on social media platforms.
- 3.4.2. The following information should be requested in customer service feedback inquiries when possible:
 - 3.4.2.1. Date and time.
 - 3.4.2.2. Brief description of complaint, suggestion, or compliment.
 - 3.4.2.3. Opportunity for additional comments.
 - 3.4.2.4. Option to provide contact information for follow-up purposes.
- 3.4.3. The Students' Union will respond to all email communication from "@wlu.ca" and "@mylaurier" accounts.
 - 3.4.3.1. Email communication from email accounts other than "@wlu.ca" and "@mylaurier" will be assessed for their authenticity and responded to if appropriate.
- 3.4.4. When a response is requested or warranted, the Students' Union will provide an initial follow-up within two (2) business days or as otherwise directed.
 - 3.4.4.1. If the matter is not resolved during an initial follow-up, the relevant Students' Union representative will provide details on subsequent organizational responses.
 - 3.4.4.2. The recipient of customer service feedback must determine the appropriate Students' Union representative if the issue is outside of their portfolio and coordinate responses with the appropriate departments.
 - 3.4.4.3. Correspondence that originates from direct messages on social media platforms may be directed to other communications platforms (e.g. Customer Service Feedback Form).
- 3.4.5. Feedback pertinent to the operation and performance of the organization will be disclosed to the relevant department or individual for review in a timely fashion.
- 3.4.6. A record of all feedback will be maintained by the relevant department, including issue details and corresponding follow-up actions.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2b – Treatment of Staff

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is fluid and cursive, with the first letter of each word being significantly larger and more stylized than the others.

Ben Jesseau

President & Chief Executive Officer

Date completed: December 20th, 2024

SECTION – EL #2b, 1

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret “**up to date**” as having been reviewed in the past calendar year (12 months)

I interpret “**personnel procedures**” as written documents that clearly identify the purpose and common practices of each employee within the Students' Union.

I interpret “**rules, expectations, roles and responsibilities**” as the general guidelines, which help formulate procedures for all staff and volunteers within the Students' Union.

I interpret “**effective handling of grievances**” as the process in which all employees or volunteers can follow to submit grievances related to their position, hiring, or fellow employees/volunteers. This is to be done through the desk of the Human Resource Manager for formal discussion and records.

I interpret “**disciplinary actions**” as actions taken to address violations of contract or inappropriate behavior demonstrated by paid staff or volunteers in a respectful and professional manner.

I interpret “**procedures**” as the guidelines to adhere to when responding to the identified inappropriate behavior.

I interpret “**appropriate to the nature of the task**” as disciplinary actions that act as solutions to the problem and reflect the situation at hand when it comes to severity.

I interpret “**protect against**” as mechanisms in place to inhibit wrongful conditions.

SECTION – EL #2b, 1

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

I interpret “**nepotism**” as the conscious or subconscious influence or persuasion regarding a specific hiring or promotion opportunity.

I interpret “**wrongful conditions**” as any process, action or policy that does not provide fair and equitable opportunities and conditions to all involved.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Unpaid staff are given a Volunteer Contract, as well as access applicable operational policies that clearly outline rules, expectations and responsibilities.
- Paid employees are provided with job descriptions and access to employee policies and procedures that outline rules, expectations and responsibilities.
- Paid and Unpaid staff are familiar and comfortable with the safe disclosure (grievance) process.
- Policy outlines appropriate disciplinary actions, and the procedures that need to be taken to execute these actions.
- Employees have the ability to file a grievance as per Students' Union's safe disclosure policy and are aware of the process to be followed when doing so.

SECTION – EL #2b, 1

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

EVIDENCE

1. Volunteer Contract Template (Appendix A)
2. Employee Policy Book, outlining expectations, rules, and rights that all staff are held accountable to and/or have access to. (Appendix B)
 - a. This includes the Students' Union's Safe Disclosure Policy.
3. Volunteer Standards & Performance Policy (Appendix C)

I report this section as **COMPLIANT**.

SECTION – EL #2b, 2

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret “**promise**” as guaranteeing a position within the Students’ Union explicitly.

I interpret “**imply**” as strongly suggesting that an individual apply for a position within the Students’ Union with the impression that if they did, they would be rewarded said position.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All employees, paid or unpaid, are hired through an open, fair and equitable process.
- Employees are able to request accessibility requirements during their hiring process.

EVIDENCE

1. Volunteer Recruitment Policy (Appendix D)
2. Employee Hiring Policy (Appendix E)
3. Accessibility Statement on the Students’ Union Website (Appendix F)

I report this section as **COMPLIANT**.

SECTION – EL #2b, 3

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret “**retaliate**” as reacting in a way that dismisses the ideas or claims of the individual.

I interpret “**non-disruptive expression of dissent**” as professionally communicating disagreement with a supervisor or other employee.

I interpret “**good faith**” as an act with no malicious intent or ulterior motive underlying the employees' actions.

I interpret “**credible information**” as data that can be reasonably relied upon, including, but not limited to, first-hand accounts.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There is a clear grievance policy outlined in Students' Union Policy & Procedure Library.

EVIDENCE

1. The Students' Union Safe Disclosure Policy (contained in Appendix B)

I report this section as **COMPLIANT**.

SECTION – EL #2b, 4

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret “**unacquainted**” as unaware or not publicly available.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All sections of EL#2b are in compliance
- President & CEO interpretations are available through Board Meeting Minutes.
- The President & CEO has made their interpretations clear to staff through operational policies or another equivalent method.

EVIDENCE

1. This report will be posted in the Board Package, which will be made available to the Students' Union website through the Board Resources page.
2. All staff have access to the organizations operating policy library, which provides instructions and guidance in line with the President's interpretations of the Executive Limitations.

I report this section as **COMPLIANT**.

SECTION – EL #2b, 5

Treatment of Staff

EL #2b

With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.

The President will not:

1. Operate without up-to-date written personnel procedures that:
 - a. clarify rules, expectations, roles and responsibilities for staff;
 - b. provide for effective handling of grievances;
 - c. clarify disciplinary actions and procedures that are appropriate to the nature of the act; and
 - d. protect against nepotism and other wrongful conditions.
2. Promise or imply guaranteed employment.
3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.
4. Allow staff to be unacquainted with the President's interpretations of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

CEO INTERPRETATION

I interpret “**unprepared**” as being without the skills and training necessary to deal with an emergency.

I interpret “**emergency situations**” as including but not limited to, natural disasters, fire escape plans, and harassment situations that put the employee's immediate wellness at harm.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All full-time employees and executives are aware of fire safety procedures.
- The Students' Union follows university administration plans for emergency procedures and situations.

EVIDENCE

1. Emergency Warden Information, Emergency Procedures (i.e. Fire Alarm) and Emergency Evacuation routes are available to staff on Health & Safety Boards.
2. Further protections for staff are available in Employee Policies (Appendix B) – this includes emergency situations such as workplace violence.

I report this section as **COMPLIANT**.

Appendix A: Volunteer Contract Template

In consideration of my participation as a volunteer with the Wilfrid Laurier University Students' Union I, the undersigned, endorse and will abide by the following volunteer agreement throughout the duration of May 1st, 2024, to April 30th, 2025.

The Role:

I acknowledge that:

1. In order to uphold this volunteer position, I must:
 1. Be an undergraduate member of the Students' Union in good standing with the Department of Residence, Special Constable Services, the Centre for Student Equity and Diversity, the Office of Human Rights and Conflict Management and the Dean of Students Office;
 2. Maintain a grade point average (GPA) above 5.0, out of 12.0; and
 3. Complete all mandatory volunteer training in a timely manner, including in-person sessions and online modules within 2 weeks upon signing this contract
2. As a volunteer for the Students' Union, I must represent and uphold the Students' Union mission, vision, and values at all times, abiding by the Laurier Academic and Non-Academic Student Code of Conduct:
 1. Failure to do so can lead to disciplinary action or termination at the discretion of the Vice President: Volunteer Operations
3. I am responsible for completing duties and responsibilities as outlined in the position overview for my volunteer role, as well as:
 1. Attending and actively engaging in all committee activities per term as outlined in the position description;
 2. Responding to all committee-related communication within a 48-hour time frame
4. The duties performed are on a volunteer basis, and therefore I understand that:
 1. There is no employment relationship with the Students' Union; and
 2. I am not entitled to receive remuneration or employment benefits of any kind
5. A volunteer position does not constitute a guarantee or promise of future volunteer opportunity and/or employment, nor does it entitle me to a greater consideration for any future volunteer opportunity and/or employment
6. I am responsible for informing my supervisor if I witness or become aware of any of the following:
 1. An incident which occurred while I was performing duties within the scope of my role;
 2. An illness or injury which occurred while I was performing duties within the scope of my role;
 3. A person who is not performing adequately within their role, or someone who has displayed a change in character which could be indicative of a wellness issue;
 4. An act of violence, harassment, or gendered/sexual violence which occurred, or was disclosed to me, while I was performing duties within the scope of my role;
 5. Any hazard present while performing duties within the scope of my role;
 6. I am required to abstain from consuming illegal substances or legal substances, such as alcohol or cannabis, while performing duties within the scope of my volunteer role, and/or while I am in uniform (as defined by the Students' Union), or I may be subject to the disciplinary action or termination at the discretion of the Vice President: Volunteer Operations; and
 7. I will not encourage or participate in any form of physical, verbal, or sexual violence/assault or harassment against any individual on campus. In the event I do, I may be subject to the disciplinary action or termination at the discretion of the Vice President: Volunteer Operations.

Position Demands

I understand that:

1. There may be mental and/or emotional demands within this role, including, but not limited to:
 1. Exposure to mental health crises;
 2. Personal disclosures of violence and/or harassment; and
 3. Exposure to intoxicated and/or disgruntled individuals.
2. There may be physical demands within this role, including, but not limited to:
 1. Walking and standing as a major job function;
 2. Carrying and transporting objects of various sizes up to a maximum of 50lbs;
 3. Pushing or pulling contents that weigh a maximum of 75lbs;
 4. Stretching, reaching, bending, stooping, crouching and/or kneeling for short periods of time; and
 5. Exposure to intoxicated and/or disgruntled individuals.

Position Restrictions:

Please note that students are limited to the number of positions they are allowed to hold at one time with the Students' Union. If you are being offered multiple positions or are already an active member on another committee, please ensure that you are not exceeding your maximums outlined below (positions with Orientation Week do NOT count towards this total unless otherwise specified):

1. One coordinator position, one general member position
2. One executive position, two general positions
3. Three general member positions

Confidentiality

I understand that being a Students' Union volunteer allows me to have access to confidential information. I sign this contract understanding that I am going to be held responsible for maintaining confidentiality within my volunteer role.

Unauthorized disclosure of confidential information can lead to disciplinary action or termination at the discretion of the Vice President: Volunteer Operations. Confidential information should be kept secure at all times and not left unattended. In addition, confidential information is not to be discussed in areas where it may be overheard, or with others who do not need the information to perform their volunteer role. If you suspect or know of a breach of confidentiality, you must immediately report it to your direct superior and/or the Vice President: Volunteer Operations.

Assumption of Risk Release and Waiver of Liability

I affirm that:

1. I understand there are inherent and unavoidable risks associated with, or related to, the duties described in the position overview;
2. There are certain inherent and unavoidable risks in all activities, and I will take reasonable steps at all times to avoid placing myself in dangerous and/or potentially hazardous situations;
3. The Students' Union is in no way responsible for lost or stolen property, bodily injury, or any other misfortune that might come to me while performing the duties within the scope of my role;

4. I will abide by all health and safety protocols as prescribed by the Students' Union and Wilfrid Laurier University;
5. I will notify my supervisor of any health conditions that may be associated with a medical emergency or prevent me from performing the duties of my role (ex. severe allergy, recent injury/illness, etc); and
6. If I am injured or ill, I will refrain from participating in any activity that could further my condition or put others at risk.

Insurance

I verify that:

1. I have adequate medical and/or health insurance covering me for the length of this agreement, and I am responsible for my own health, dental and medical coverage;
2. As a volunteer, I am not covered by the Students' Union Workers' Compensation Insurance through the Workplace Safety and Insurance Board; and
3. The Students' Union maintains general liability insurance that covers me while performing duties within the scope of my role.

Personal Information

I consent to:

1. The collection, use and disclosure of my personal information (as defined under the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31), including my name, contact information and volunteer performance history;
2. This information being used by the Students' Union before, during, or after my volunteer role;
3. The Students' Union capturing me in photographs, videos, and/or voice recordings to be used in marketing materials throughout the organization; and
4. Informing the Students' Union in writing if I do not permit my personal information, photographs, videos, and or voice recordings to be used.

Termination

I understand that:

1. Failure to abide by this volunteer agreement, or breach of any of its sections or subsections will be considered a serious violation and may result in immediate removal from all volunteer activities and/or this position, as well as impact future volunteer and/or employment hiring decisions with the Students' Union; and
2. If the Students' Union or the volunteer wish to terminate this agreement for any reason, outside of violation of the agreement, they must do so in writing, providing reasonable notice to the other party.



EMPLOYEE POLICY BOOK

EMPLOYEE POLICY BOOK

- Employee Standards and Performance Policy
- Health and Safety Policy
- Workplace Harassment and Discrimination Policy
- Prevention of Workplace Violence Policy
- Employee Benefits Policy
- Employee Vacation and Leave Policy
- Accommodation Policy
- Disconnecting from Work Policy
- Flexible Work Policy
- Conflict of Interest Policy
- Safe Disclosure Policy

EMPLOYEE STANDARDS AND PERFORMANCE POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 28, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2b – Treatment of Staff
 - Ends Policy #1
 - Conflict of Interest Policy
 - Health and Safety Policy
 - Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct
 - Prevention of Workplace Violence
 - Safe Disclosure Policy
-

1. Purpose

- 1.1. This policy outlines the principles and guidelines used by the Wilfrid Laurier University Students' Union (Students' Union) to inform employee standards and address performance or conduct issues.

2. Approach

- 2.1. The Students' Union is a community-focused organization that strives to promote a culture of inclusivity and actively works to create a fair, equitable, and fulfilling workplace. When behavior or performance issues arise the Students' Union, when possible, incorporates principles of restorative justice to respond to and find meaningful solutions to instances of harm with a dignified emphasis on dialogue, negotiation, and accountability.

3. Definitions

- 3.1. **Employee:** A paid worker of the Students' Union.
- 3.2. **Impaired:** The state of being affected by alcohol or drugs to the extent of losing control over one's faculties or behavior.
- 3.3. **Intoxicating substance:** Any substance that if consumed, has the effect of intoxicating the user and impairing their ability to perform their job duties. This includes, but is not limited to

alcohol, opiates, hallucinogens, cannabinoids, or medication (either prescription or over the counter, including medical cannabis).

- 3.4. **Performance Management:** A collaboration between supervisors and employees to identify goals, expectations, and discuss priorities and concerns.
- 3.5. **Supervisor:** The individual to whom an employee directly reports, or their designate.
- 3.6. **Workplace:** Any site at which the employee works, including any property or building utilized by the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.
 - 3.6.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

4. Jurisdiction/Scope

- 4.1. This policy applies to all Students' Union employees.

5. General Expectations

- 5.1. Employees are expected to follow all applicable laws of the jurisdiction in which they are working.
- 5.2. Employees are expected to follow all policies, guidelines, and instructions relevant to their role, including but not limited to the:
 - 5.2.1. **Accommodation Policy**
 - 5.2.2. **Conflict of Interest Policy**
 - 5.2.3. **Customer Service Policy**
 - 5.2.4. **Employee Hiring Policy**
 - 5.2.5. **Employee Vacation and Leave Policy**
 - 5.2.6. **Health and Safety Policy**
 - 5.2.7. **Safe Disclosure Policy**
 - 5.2.8. **Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct Policy**
 - 5.2.9. **Prevention of Workplace Violence Policy**
- 5.3. Employee activity shall be guided by the Students' Union Ends Policy, which outlines that Wilfrid Laurier University students should benefit from an affordable, accessible, and high-quality academic experience; a safe, sustainable, and empowering environment; diverse and inclusive social interaction; and products and services that cater to the financial needs of students.
- 5.4. Employees acknowledge that the Students' Union operates on the campuses of Wilfrid Laurier University, and as a result their actions are at times subject to university policies.
- 5.5. Employee probationary periods are outlined in the employment contract.
- 5.6. The Students' Union's core administrative hours of operation are 8:30am to 4:30pm, Monday through Friday.
 - 5.6.1. Students' Union businesses operate on varied schedules that are subject to change.
 - 5.6.2. Supervisors will coordinate attendance expectations with their employees based on specific

role needs and requirements.

5.6.3. Employee break and meal period entitlements are outlined in the employment contract.

5.6.4. If the University is closed due to inclement weather employees are, in consultation with their supervisor, expected to work from home if feasible, unless otherwise instructed by the President or Executive Director.

5.6.4.1. The Hospitality Services General Manager or their designate will direct the operation of essential services, including communication with essential staff.

5.7. If an employee elects to resign from their position, they are required to submit a letter of resignation to their supervisor and Human Resources no less than two (2) weeks in advance of their departure date.

6. Privacy and Confidentiality

6.1. The Students' Union protects and respects the confidentiality of all information entrusted to the organization, and all employees are expected to handle sensitive and privileged information in a confidential and appropriate manner.

6.2. Employees will take reasonable precautions to protect confidential information and data while it is in use and through the manner it is stored.

6.2.1. Confidential material shall only be accessed on Students' Union devices or through secure Microsoft Outlook or SharePoint accounts.

6.2.2. Confidential material is not permitted to be shared with unauthorized parties.

6.3. Employees may from time-to-time be in possession of the personal information of undergraduate students through the provisions of the Students' Union's Operating Procedures Agreement with Wilfrid Laurier University.

6.3.1. Employees are required to collect, use, retain, and destroy all confidential and personal information received from Laurier in accordance with University policies and procedures and Ontario's *Freedom of Information and Protection of Privacy Act*.

7. Orientation and Training

7.1. Employees will be onboarded into new roles as directed by their supervisor.

7.2. New employees are required to complete all applicable legislated training, including but not limited to:

7.2.1. New Employee Health & Safety Orientation for Workers

7.2.2. Young Worker Health & Safety Orientation

7.2.3. Workplace Hazardous Materials Information System

7.2.4. Accessibility for Ontarians with Disabilities Act

7.2.5. Integrated Accessibility for Ontarians with Disabilities Act

8. Probationary Period

8.1. The terms and conditions of an employee's probationary period will be outlined in the employment contract.

9. Fit for Work Guideline

- 9.1. All employees are expected to report for work able to perform their assigned duties safely and acceptably without any limitations due use of intoxicating substances that may impair judgement or performance.
- 9.2. If an employee requires accommodation for a medical condition that affects their fitness for work, including substance abuse or addiction, the accommodation must be coordinated according to the Students' Union's Employment Accommodation Policy.
- 9.3. If an employee exhibits signs of impairment their supervisor will determine the appropriate course of action in consideration of all reasonably determinable circumstances in consultation with a Human Resources representative.
 - 9.3.1. If the use of alcohol or illicit drugs is acknowledged or readily apparent, the employee will not be permitted to work and the supervisor, in consultation with a Human Resource representative, will ensure safe transportation home and follow-up wellness checks if required.
 - 9.3.2. The employee must demonstrate, to the satisfaction of their supervisor and Human Resources, that they are fit to return to work at a later date.
- 9.4. If an employee is determined to not be fit for work, the Supervisor will complete an incident report, and in consultation with a Human Resources representative, initiate the conduct process as applicable.
- 9.5. When addressing persistent fit for work incidents, the Students' Union will encourage early treatment, support, and the safety of the employee and workplace.

10. Dress Code

- 10.1. The Students' Union requires a "Smart Casual" standard for employees working in campus office locations, while business employees must adhere to the requirements of each operation.
 - 10.1.1. While "Smart Casual" is the standard, employees should dress for their daily role requirements, which on occasion could range from casual to formal attire.
- 10.2. "Smart Casual" requires the following:
 - 10.2.1. Closed toed shoes.
 - 10.2.2. Pants that are clean and free of rips, tears, or offensive odors.
 - 10.2.3. Blouses, button-up shirts, collared shirts that meet the top of the pant hem when standing naturally and are free of controversial or offensive graphics or slogans.
 - 10.2.4. Shorts, skirts, or dresses must be no higher than six (6) inches above the knee.
- 10.3. T-shirts are not permitted unless covered by a blouse, collared shirt, or blazer.
- 10.4. Quarter-zips are permitted so long as a blouse, button-up shirt, collared shirt, or collarless shirt is worn underneath.
- 10.5. Wilfrid Laurier University and Students' Union branded hoodies and casual sweaters are only permitted on Fridays, so long as an employee does not have a commitment requiring more formal attire.
- 10.6. Overalls, athletic apparel, pajamas, and bedroom attire are not permitted.
- 10.7. Employees should avoid attire that is overly form fitting or revealing.
- 10.8. Supervisors are tasked with ensuring employees understand standards and expectations of the Dress Code.

- 10.9. Accommodations and exemptions may be authorized by an employee's supervisor in consultation with a Human Resources representative when necessary.

11. Representing the Students' Union

- 11.1. The President and Chief Executive Officer, as the primary public representative of the Students' Union, will oversee the delegation of all external organizational representation duties in consultation with the Executive Director.
 - 11.1.1. Employees must not intentionally or inadvertently create the perception that they speak on behalf of the Students' Union when not approved to do so.
- 11.2. The creation of new Students' Union social media accounts is limited to the Marketing and Communications Department.
- 11.3. Employees must consider the impact and unintended consequences of their personal social media usage and refrain from posts that suggest Students' Union endorsement of their actions, opinions, or political affiliations.
 - 11.3.1. Employees are not permitted to share confidential or proprietary information on their personal social media accounts.
 - 11.3.2. Employees must refrain from wearing Students' Union attire or branded merchandise when posting material on personal social media accounts that is not consistent with the emphasis of these employee standards.

12. Grievances

- 12.1. If an employee believes the Students' Union, or an employee or volunteer, has acted in contravention of their employment contract or organizational policies, they may file a written grievance.
 - 12.1.1. Employees are encouraged, where possible, to discuss complaints related to their role, their contract, employees, volunteers, or organizational policies with their supervisor.
 - 12.1.2. Incidents related to workplace violence or harassment will be addressed according to the **Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct Policy** and the **Prevention of Workplace Violence Policy**.
 - 12.1.3. If a complaint involves an employee's supervisor, they may at any point in the process disclose directly to Human Resources.
- 12.2. **Grievance Process:**
 - 12.2.1. Employee discloses complaint to their supervisor.
 - 12.2.2. If, after reasonable time for action and additional discussion, the employee is not satisfied that their complaint has been adequately addressed they may submit a Grievance Report form to Human Resources.
 - 12.2.3. After a Grievance Report is filed, the Supervisor will take reasonable steps to further understand that context of the complaint and then schedule a meeting with the employee to discuss possible resolutions, in consultation with Human Resources.
 - 12.2.3.1. A Human Resources representative may attend the meeting if requested by either party.

- 12.2.4. The supervisor will provide the employee with resolution options that are aligned with organizational policies and human resources best practices.
- 12.2.5. If the employee does not agree to a resolution, the President or Executive Director and a Human Resources representative will coordinate mediation.
- 12.2.6. If a grievance involves the Executive Director, the President will consult with Human Resources and the Board of Directors as required.
- 12.2.7. If a grievance involves the President, a Human Resources representative will assist the employee with a disclosure to the Chair of the Board of Directors.
- 12.2.8. As per the **Safe Disclosure Policy**, the Students' Union shall not impose any type of negative consequence on an employee who is acting in good faith to report a grievance.

13. Performance Management

- 13.1. Performance management is a collaborative process between an employee and their supervisor with the purpose of identifying goals, expectations, and discuss priorities and concerns.
- 13.2. Supervisors will provide employees with continuous and timely performance feedback.
- 13.3. A formal performance reviews will occur at least once each year.
- 13.4. Supervisors will establish clear expectations for acceptable work performance during the annual performance review.
- 13.5. Performance management will include:
 - 13.5.1. A discussion of the employee's performance.
 - 13.5.2. Review of the job description.
 - 13.5.3. Goal setting.
 - 13.5.4. If applicable, a discussion about how the role contributes to Students' Union Ends Policy and the current operational annual plan.
 - 13.5.5. Recognition of strong performance.
 - 13.5.6. Identification of unacceptable performance.
 - 13.5.7. Guidance and resources to achieve an acceptable level of performance.
- 13.6. Employees should be given at least one (1) week notice of a performance appraisal.
- 13.7. Completed formal performance reviews shall be placed in the employee's personnel file.
- 13.8. Employees who do not meet the established expectations may be placed on a **Performance Improvement Plan**.

Performance Improvement Plans (PIP)

- 13.9. In consultation with Human Resources, a PIP can be implemented if an employee's performance requires improvement.
- 13.10. The PIP will outline specific requirements and expectations to restore an employee's performance to a satisfactory level.
- 13.11. A PIP should be no longer than three (3) months in duration.
- 13.12. The employee will be asked to sign the PIP, and it will be included in their employment file.

14. Employee Conduct Procedures

- 14.1. Conduct issues or the failure to meet employee standards or role responsibilities may result in accountability measures or sanctions based on the following framework:
 - 14.1.1. **Unsatisfactory Performance:** Failing to perform role responsibilities in a satisfactory manner as determined by a supervisor, attendance concerns, inter-personal conflicts, or minor breaches of Students' Union policies.
 - 14.1.2. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace, or a significant breach of Students' Union policies.
 - 14.1.3. **Negligence:** Knowingly neglecting a duty that results in unacceptable job performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.
 - 14.1.4. **Careless disregard:** Behaviour that may not meet the threshold of misconduct or negligence, but nevertheless reflects negatively on the reputation of the Students' Union or Wilfrid Laurier University.
- 14.2. Supervisors are required to do their due diligence to substantiate or confirm a conduct issue or failure to meet employee standards before proceeding with an accountability measure or sanction.
- 14.3. Accountability measures or conduct sanctions may include one of the following outcomes:
 - 14.3.1. A formal **restorative justice process** where opportunities are provided for victims, offenders, and community members affected by the incident to participate in meaningful engagement and accountability towards a goal of healing, reparation, and reintegration.
 - 14.3.2. If a restorative just process is determined to be applicable, the supervisor must consult Human Resources, the Executive Director, and the President in advance to ensure the necessary training and facilitation is feasible and justified in the context.
 - 14.3.3. **Coaching conversation.**
 - 14.3.3.1. During a coaching conversation, the employee and their supervisor will discuss how to rectify the unsatisfactory performance, misconduct, negligence, or careless disregard by identifying further training opportunities and establishing a timeframe to meet expectations.
 - 14.3.3.2. Supervisors are required to document coaching conversations resulting from specific conduct issues or failures to meet employee standards.
 - 14.3.4. **Sanction** (e.g. a verbal warning, a letter of reprimand, suspension, or revised responsibilities).
 - 14.3.4.1.1. Applicable for repeated instances of unsatisfactory performance, misconduct, negligence, or careless disregard.
 - 14.3.4.1.2. Applicable when unsatisfactory performance, misconduct, negligence, or careless disregard persists following coaching conversations.
 - 14.3.4.1.3. Supervisors will determine the suitable of a sanction, in consultation with a Human Resources representative.

- 14.3.4.1.4. A sanction may be considered without previous coaching conversations, in consultation with a Human Resources representative.
- 14.3.4.1.5. Supervisors are required to document all sanctions.

14.3.5. Termination.

- 14.3.5.1.1. Termination decisions are made by the departmental manager, in conjunction with a Human Resources representative and when necessary, the Executive Director or President.
 - 14.3.5.1.1.1. The termination of a full-time employee requires consultation with the President and Executive Director.
- 14.3.5.1.2. Termination decisions are made in consideration of and according to the Students Union's legal obligations and human resources best practices.
- 14.3.5.1.3. Termination will be considered following a series of unsuccessful accountability measures or conduct sanctions, or under the following circumstances:
 - 14.3.5.1.3.1. Discrimination based on race, citizenship, nationality or ethnic identity, place of origin, creed, gender identity, sexual orientation or preference, marital status, family status, disability, or age.
 - 14.3.5.1.3.2. Any exhibition of violence, harassment, or sexual harassment as defined in the Students' Union's Workplace Violence and Harassment Policy.
 - 14.3.5.1.3.3. Vandalizing or defacing Students' Union or Wilfrid Laurier University property.
 - 14.3.5.1.3.4. Acts of theft or fraud.
 - 14.3.5.1.3.5. Breach of confidentiality.
 - 14.3.5.1.3.6. Careless disregard that endangers the Students' Union's public image or credibility.
 - 14.3.5.1.3.7. Breaches of Students' Union policy or applicable legislation.
- 14.3.5.1.4. Termination is generally understood as a last resort after all other applicable accountability measures or conduct sanctions have been exhausted.
- 14.3.5.1.5. A termination plan will be developed by the department manager, the Executive Director, President, and a Human Resources representative.

- 14.3.6. The Students' Union is required to keep a confidential record of all conduct documentation for a period of seven (7) years.

15. Investigations of Employee Behaviour

- 15.1. The Students' Union will ensure that any investigation into employee behaviour is only instigated under applicable and appropriate circumstances.
- 15.2. The investigator must not be implicated in the circumstances of the investigation or under the direct control of an employee implicated in the investigation.
- 15.3. An external investigator may be retained if a conflict of interest precludes a reasonably fair internal investigation.
- 15.4. An investigation must be completed within ninety (90) calendar days unless there are extenuating circumstances warranting a longer investigation.

- 15.5. Investigations must:
 - 15.5.1. Ensure reasonable steps are taken to address confidentiality.
 - 15.5.1.1. The investigation will disclose information necessary to conduct the investigation.
 - 15.5.1.2. All participants in the investigation will be advised of their obligation not to disclose any details of the investigation and that a breach of confidentiality may result in sanctions as outlined in the Employee Conduct Procedures.
 - 15.5.2. Include interviews of all employees involved in the situation.
 - 15.5.3. Give the employee implicated in wrongdoing the opportunity to respond to the specific allegations raised.
 - 15.5.4. Interview any relevant witnesses separately.
 - 15.5.5. Include a collection and review of any relevant documents.
 - 15.5.6. Be thoroughly documented.
 - 15.5.7. Result in a written report summarizing the steps taken, the complaint, the allegations (if any), and any conclusion reached.
- 15.6. The Students' Union will ensure that the results of the investigation and any corrective action are provided to all employees directly involved.

HEALTH AND SAFETY POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 6, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #1 – Global Executive Constraint
 - Executive Limitation #2b – Treatment of Staff
 - Executive Limitation #2f – Asset Protection
 - Employee Standards and Performance Policy
 - Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct
 - Prevention of Workplace Violence
 - Safe Disclosure Policy
-

1. Purpose

- 1.1. This policy outlines the Students' Union's expectations, standards, and best practices for health and safety.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **Supervisor:** The individual to whom an employee directly reports, or their designate.
- 2.3. **Workplace:** Any site at which the employee works, including any property or building utilized by the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.
 - 2.3.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees.

4. Policy

- 4.1. All Students' Union employees and volunteers have a legal responsibility to adhere to all applicable health and safety laws.
- 4.2. The Students' Union will take every reasonable precaution to protect all employees, volunteers,

and members of the Wilfrid Laurier University campuses on which it operates by minimizing hazards, preventing workplace injuries or illnesses, and protecting the environment by the following:

- 4.2.1. Using the Risk Assessment process to identify and addressing workplace hazards, including activities in off-campus settings.
- 4.2.2. Operating in an environmentally conscientious manner and minimizing impacts to our environment where feasible.
- 4.2.3. Achieving and maintaining compliance with federal, provincial, and municipal health and safety laws, and standards of regulatory authority respecting the *Occupational Health and Safety Act*.
- 4.2.4. Providing comprehensive and effective training to employees and volunteers.
- 4.2.5. Set health and safety objectives.
- 4.2.6. Ensuring employees are compliant with the Fit for Work provisions of the **Employee Standards and Performance Policy** while undertaking their roles.
- 4.3. Supervisors must ensure that all employees reporting to them are made aware of, and comply with, all applicable health and safety policies and procedures.
- 4.4. All employees are responsible for ensuring that their workplace areas, both permanent and temporary, are safe and that any risks, hazards, and safety violations are identified, controlled, or mitigated.
- 4.5. All employees are required to complete all relevant health and safety training.
- 4.6. The *Occupational Health and Safety Act* prohibits employers from penalizing employees in reprisal for obeying the law or exercising their rights.

5. General Duties of Employers

- 5.1. Instruct, inform, and supervise workers to protect their health and safety.
- 5.2. Take every precaution reasonable in the circumstances for the protection of an employee.
- 5.3. Ensure supervisors have adequate knowledge of potential or actual danger to health or safety in the workplace.
- 5.4. Assist in a medical emergency by providing any information, including confidential business information, to a qualified medical practitioner and other prescribed persons for the purpose of diagnosis or treatment.
- 5.5. Inform employees or volunteers about any hazard and train employees and volunteers in the handling, storage, use, disposal and transport of any equipment, substances, tools, and materials.
- 5.6. Help the **Joint Health and Safety Committee** and health and safety representatives carry out their functions.
- 5.7. Review the **Health and Safety Policy** at least once per year and set up an implementation program.
- 5.8. Post a copy of the of **Health and Safety Policy** in the workplace, where workers are most likely to see it.
- 5.9. Provide the Joint Health and Safety Committee with the results of any occupational health and safety reports that the employer has or receives.
- 5.10. Provide appropriate notification if potential inadequacies of a building, store, or any thereof of any part of the workplace has been identified.

6. Duties of Supervisors

- 6.1. Ensure that an employee works in the manner and with the protective device, measures, and procedures required by the *Occupational Health and Safety Act*.
- 6.2. Ensure that any equipment, protective device or clothing required by the employer is used or worn by the employee.
- 6.3. Advise employees of any potential or actual health or safety dangers known by the Supervisor.
- 6.4. If prescribed, provide an employee with written instructions about the measures and procedures to be taken for the employee's protection.
- 6.5. Take every precaution reasonable in the circumstances for the protection of employees.

7. Duties of Employees

- 7.1. Work in compliance with the *Occupational Health and Safety Act*.
- 7.2. Use or wear any equipment, protective devices or clothing required by the employer.
- 7.3. Report to the employer or supervisor any known missing or defective equipment or protective device that may endanger the employee or another employee.
- 7.4. Report any hazard or contravention of the Occupational Health and Safety Act or regulations to their supervisor or employer.
- 7.5. Not remove or make ineffective any protective device or equipment required by the employer or by the regulations other than in circumstances where a temporary protective device is in place.
- 7.6. Not use or operate any equipment or work in a way that may endanger an employee or volunteer.
- 7.7. Not engage in any prank, contest, feat of strength, unnecessary running or rough and boisterous conduct.

8. Joint Health and Safety Committee

- 8.1. A joint health and safety committee is a workplace committee comprised of worker and management representatives.
 - 8.1.1. At least half of the members of the Joint Health and Safety Committee must be non-management employees.
- 8.2. The committee has various powers, including monitoring health and safety in the workplace, identifying hazards in the workplace, and recommending health and safety improvements where and when required.
- 8.3. The committee is authorized to hold meetings and conduct regular workplace inspections and make written recommendations to the employer for the improvement of the health and safety of employees.
- 8.4. The Students' Union has a general duty to cooperate with and help the committee carry out its functions.
 - 8.4.1. The Students' Union is required to:
 - 8.4.1.1. Provide any information that the committee has the power to obtain from the employer.
 - 8.4.1.2. Respond to committee recommendations in writing.
 - 8.4.1.3. Give the committee copies of all written orders and reports issued by the Ministry of Labour, Immigration, Training and Skills Development.

8.4.1.4. Report any workplace deaths, injuries, and illness to the committee.

9. Risk Assessment Process

- 9.1. The Risk Assessment Process allows the Students' Union to identify present workplace risks, how those hazards could result in injury or illness, and take steps to control or mitigate those risks.
- 9.2. Risks assessments will take into consideration how low-priority risks become high-priority risks and the corresponding proactive steps required to address those risks.
- 9.3. All risk assessments will be:
 - 9.3.1. Documented.
 - 9.3.2. Reviewed on an annual basis by the Joint Health and Safety Committee.
 - 9.3.3. Be made readily available to affected employees.
- 9.4. All employees will be:
 - 9.4.1. Informed about a risk assessment taking place.
 - 9.4.2. Consulted, if the risk assessment is taking place for their role, department, or location.
 - 9.4.3. Provided the opportunity to participate in risk assessments.
- 9.5. Risk assessments are to be completed proactively, and when there are new tasks or equipment, or changes to existing equipment or processes.
- 9.6. Risk assessments must be completed when there is a workplace incident or accident.
- 9.7. Risk assessments must be completed if there have been more than two minor incidents or accidents requiring first aid in the workplace of the same type in the same fiscal year.

Risk Assessment Procedure

- 9.8. Human Resources will put together a cross-functional group of staff to complete the Risk Assessment Process.
 - 9.8.1. Human Resources will ensure that staff involved in the risk assessment are properly trained.
 - 9.8.2. The group will create a Hazard Registry and identify how these hazards could result in injury, illness or workplace loss, and determine the level of risk associated with each hazard.
 - 9.8.3. The completed risk assessment shall include risk control measures, immediate actions, and other risk mitigation strategies.
 - 9.8.4. The completed risk assessment should be shared with the President and Executive Director.
- 9.9. In instances of workplace harassment, discrimination, and sexual misconduct or workplace violence, the risk assessment process should refer to:
 - 9.9.1. The **Workplace Harassment Program** located in the **Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct Policy**, and
 - 9.9.2. The **Workplace Violence Prevention Program** located in the **Prevention of Workplace Violence Policy**.

WORKPLACE HARASSMENT AND DISCRIMINATION POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 28, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #1 – Global Executive Constraint
- Executive Limitation #2b – Treatment of Staff
- Conflict of Interest Policy
- Employee Standards and Performance Policy
- Health and Safety Policy
- Prevention of Workplace Violence Policy
- Safe Disclosure Policy

1. Purpose

- 1.1. This policy is intended to make the work environment of the Students' Union inclusive, safe, and non-discriminatory for everyone by setting out expectations and standards of conduct, and by ensuring a clear process for responding to complaints of workplace harassment, discrimination, and sexual misconduct.

2. Definitions

- 2.1. **Discrimination:** An act, behaviour, or practice of treating another person or group unfairly on the basis of a Protect Ground.
- 2.2. **Employee:** A paid worker of the Students' Union.
- 2.3. **Protected Grounds:** Protected categories listed under the *Human Rights Code* (Ontario), which include age, creed, disability, family and marital status, gender identity and gender expression, race and related groups, receipt of public assistance, record of offences, sex, or sexual orientation.
- 2.4. **Respondent:** The person named in a complaint.
- 2.5. **Supervisor:** The individual to whom an employee directly reports, or their designate.

- 2.6. **Workplace Harassment:** As defined by the *Occupational Health and Safety Act* (OHSA), workplace harassment means engaging in a course of vexatious comment or conduct against a worker in the workplace that is known or ought reasonably to be known to be unwelcome, or workplace sexual harassment, including virtually through the use of information and communications technology.
- 2.6.1. Workplace harassment often involves repeated words or actions, or a pattern of behaviours, against a worker or group of workers in the workplace or virtually through the use of information and communications technology that are unwelcome, including but not limited to:
- 2.6.1.1. Offensive or intimidating comments or jokes.
 - 2.6.1.2. Bullying or aggressive behaviour.
 - 2.6.1.3. Displaying or circulating offensive pictures or materials.
 - 2.6.1.4. Inappropriate staring
 - 2.6.1.5. Workplace sexual harassment.
 - 2.6.1.6. Isolating or making fun of a work because of gender identity.
- 2.6.2. Harassment does not include interpersonal conflict or disagreement, or reasonable actions taken by a supervisor relating to the management and direction of the workplace.
- 2.7. **Workplace Sexual Harassment:** As defined by the *Occupational Health and Safety Act* (OHSA), workplace sexual harassment is engaging in a course of vexatious comment or conduct against a worker in a workplace or virtually through the use of information and communications technology because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known or ought reasonably known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit of advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.
- 2.7.1. Workplace sexual harassment may also include unwanted attention or remarks of a sexually oriented nature or unwelcome remarks based on gender which are not of a sexual nature, but which are demeaning or degrading.
- 2.7.2. Workplace sexual solicitation or sexual advance includes an implied or expressed promise of reward for complying with a sexually oriented request made by a person in a position to confer, grant, or deny a benefit or advancement.
- 2.8. **Workplace:** Any site at which the employee works, including any property or building utilized by the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.
- 2.8.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

3. **Jurisdiction/Scope**

- 3.1. This policy applies to all Students' Union employees.

4. Policy

- 4.1. All Students' Union employees have a right to equal treatment without discrimination based on the Protected Grounds of the *Human Rights Code* (Ontario).
- 4.2. All Students' Union employees have a right to freedom from workplace harassment and workplace sexual harassment.
- 4.3. All Students' Union employees have a right to be free from reprisal or threat of reprisal for rejecting a sexual solicitation or advance, where the reprisal is made, or threatened by, a person in a position to confer, grant, or deny a benefit or advancement.
- 4.4. All employees involved in allegations of harassment, discrimination, or sexual misconduct are to be treated fairly and according to the conduct procedures outlined in the **Employee Standards and Performance Policy**.
- 4.5. The Students' Union will take appropriate steps to fairly investigate and respond to all allegations of harassment, discrimination, and sexual misconduct and proceed according to the conduct procedures outlined in the **Employee Standards and Performance Policy**.
- 4.6. With the protection of the **Safe Disclosure Policy**, employees are encouraged to report any incidents of workplace harassment, discrimination, or sexual misconduct.
- 4.7. Employees will not be penalized for reporting an incident or participating in a workplace harassment investigation.

5. Workplace Harassment Program

- 5.1. The Students' Union, through the Joint Health and Safety Committee, will maintain the Workplace Harassment Program.

Reporting

- 5.2. Employees may report incidents of workplace harassment, discrimination, and sexual misconduct as outlined in the **Safe Disclosure Policy**.
- 5.3. The report must include the following information:
 - 5.3.1. Name of the complainant.
 - 5.3.2. Name of the respondent(s).
 - 5.3.3. Names of the witness(es), if another person or people have relevant information about the incident.
 - 5.3.4. Details of the incident, including date, location, and supporting documentation if available.

Investigation and Handling of a Complaint

- 5.4. The Students' Union will ensure that an investigation consistent with the **Employee Standards and Performance Policy** and appropriate in the circumstances will be conducted into complaints or incidents of workplace harassment.
- 5.5. The Students' Union will take all reasonable steps to maintain confidentiality and will only disclose information necessary to conduct the information.
- 5.6. While an investigation is ongoing, the employee who has allegedly experienced harassment, the respondent(s), and any witnesses will be advised of their obligation not to discuss the complaint,

incident, or the investigation with other employees or witnesses unless necessary to obtain advice about their rights.

- 5.7. The employee who has allegedly experienced harassment and the (s), if they are any employee, will be informed in writing of the results of the investigation and any corrective action in accordance with the conduct procedures within the **Employee Standards and Performance Policy** that has been taken or that will be taken.
- 5.8. The Students' Union retains the discretion to hire a qualified outside investigator to conduct a workplace harassment or discrimination investigation.

Reprisals

- 5.9. As per the **Safe Disclosure Policy**, the Students' Union shall not impose any type of negative consequence on an employee who is acting in good faith to report workplace harassment, discrimination, or sexual misconduct.

Training

- 5.10. The Students' Union will provide employees with information and instruction about the **Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct Policy** and Workplace Harassment program.
- 5.11. Specific job training will be provided to employees who will be performing duties involving the risk of workplace harassment.

Record Keeping

- 5.12. The Students' Union will keep records of all complaints or incidents of workplace harassment, discrimination, and sexual misconduct, including:
 - 5.12.1. A copy of the complaint or details about the incident.
 - 5.12.2. A record of the investigation including notes.
 - 5.12.3. Copy of witness statements, if taken.
 - 5.12.4. A copy of the investigation report.
 - 5.12.5. A copy of the result of the investigation that were provided to the employee who reported the incident.
 - 5.12.6. A copy of any corrective action taken.
- 5.13. Records will be kept for at least one (1) year from the conclusion of the investigation.

PREVENTION OF WORKPLACE VIOLENCE POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 28, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #1 – Global Executive Constraint
 - Executive Limitation #2b – Treatment of Staff
 - Conflict of Interest Policy
 - Employee Standards and Performance Policy
 - Health and Safety Policy
 - Prevention of Workplace Harassment, Discrimination, and Sexual Misconduct Policy
 - Safe Disclosure Policy
-

1. Purpose

- 1.1. This policy outlines the Students' Union's commitment to ensure a safe, healthy environment and protect employees from workplace violence.

2. Definitions

- 2.1. **Domestic Violence:** Domestic Violence is considered Workplace Violence when a person has a personal relationship with an employee that results in physically harm, or an attempt or a threat to physically harm that employee at work.
 - 2.1.1. Personal relationships may include:
 - 2.1.1.1. Current or former spouse.
 - 2.1.1.2. Current or former intimate partner.
 - 2.1.1.3. Family member.
- 2.2. **Employee:** A paid worker of the Students' Union.
- 2.3. **Intimate Partner Violence:** Occurs between two people involved in a intimate relationship.
 - 2.3.1. Intimate Partner Violence is non-gendered, is inclusive of all forms of relationships, and acknowledges the interchangeable roles of aggressor and victim.
- 2.4. **Supervisor:** The individual to whom an employee directly reports, or their designate.
- 2.5. **Workplace:** Any site at which the employee works, including any property or building utilized by

the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.

2.5.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

2.6. **Workplace Violence:** The Occupational Health and Safety Act defines workplace violence as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker.

2.6.1. Workplace Violence includes:

2.6.1.1. An attempt to exercise physical force against a worker in a workplace, that could cause physical injury to the worker.

2.6.1.2. A statement or behaviour that a worker could reasonably interpret as a threat to exercise physical force against the worker, in a workplace, that could cause injury to the worker.

2.6.2. Examples of Workplace Violence include, but are not limited to:

2.6.2.1. Verbally threatening to attack a worker.

2.6.2.2. Leaving threatening notes at or sending threatening e-mails or messages to a workplace.

2.6.2.3. Shaking a fist in a worker's face.

2.6.2.4. Wielding a weapon at work.

2.6.2.5. Hitting or trying to hit a worker.

2.6.2.6. Throwing an object at a worker.

2.6.2.7. Sexual violence against a worker.

2.6.2.8. Kicking an object the worker is standing on such as a ladder.

2.6.2.9. Trying to run down a worker using a vehicle or equipment such as a forklift.

3. Jurisdiction/Scope

3.1. This policy applies to all Students' Union employees.

4. Policy

4.1. It is the responsibility of all Students' Union employees to create and maintain a safe and supportive environment that prevents physical or emotional harm to others.

4.2. No employee may engage in violent conduct or make threats of violence, implied or direct, in the workplace or while representing the Students' Union.

4.3. An employee has the right to refuse work if there is a reasonable belief that they may be endangered by workplace violence.

4.4. Any Students' Union employee who becomes aware that violence or the threat of violence has taken place or has reason to believe that violence may take place towards another employee must report the incident immediately to their supervisor, as outlined in the **Safe Disclosure Policy**, and in applicable situations contact Wilfrid Laurier University Special Constable Services or the local police service.

4.5. The Students' Union will take appropriate steps to fairly investigate all reports of violence or threatening behaviour as outlined in the **Workplace Violence Prevention Program** outlined

below, and in accordance with the **Employee Standards and Performance Policy**.

- 4.6. All employees involved in a workplace violence investigation will be treated fairly and impartially.
- 4.7. Employees who are found to have engaged in threats, intimidation, or violence will be subject to the conduct procedures outlined in the **Employee Standards and Performance Policy**.
- 4.8. Employees will not be penalized for reporting an incident or participating in a workplace violence investigation.
- 4.9. This policy will be reviewed by the Joint Health & Safety Committee on an annual basis.

5. Workplace Violence Prevention Program

- 5.1. The Students' Union, through the Joint Health and Safety Committee, will maintain the Workplace Violence Prevention Program.

Workplace Violence Risk Assessment

- 5.2. The Joint Health and Safety Committee will proactively assess the risk of potential violence that may arise from the nature of the workplace, the type of work, or the conditions of work and subsequently develop measures and procedures to control the risk identified.
- 5.3. Workplace violence assessments include at minimum the following risk factors:
 - 5.3.1. Dealing with sensitive or controversial personal matters.
 - 5.3.2. Making decisions that impact employment status.
 - 5.3.3. Handling, securing, or protecting cash or other tangible values.
 - 5.3.4. Providing services directly to undergraduate students.
 - 5.3.5. Facilitating community-based events.
 - 5.3.6. Working alone.
- 5.4. Workplace violence assessments will consider:
 - 5.4.1. Employee perceptions of risk.
 - 5.4.2. Employee understandings of personal safety.
 - 5.4.3. Any past occurrences of workplace violence.
 - 5.4.4. The layout and design of the workplace.
 - 5.4.5. The Geographic location of the workplace.
 - 5.4.6. Conditions of work, including activities or circumstances associated with a higher risk of violence.

Controlling Risks Identified in the Risk Assessment

- 5.5. Supervisors, in consultation with the employee, will determine the application of appropriate risk controls or adopt additional control measures to reduce or eliminate the present risk.
- 5.6. Risk controls could include the following:
 - 5.6.1. Standard operating procedures.
 - 5.6.2. Work along procedures.
 - 5.6.3. Physical barriers.

- 5.6.4. Panic buttons.
 - 5.6.5. Training.
 - 5.6.6. Clear sightlines for windows and doors.
 - 5.6.7. Security cameras.
 - 5.6.8. Security patrols provided by the Wilfrid Laurier University Special Constable Services.
- 5.7. The Students' Union does not have the ability to address the physical environment of a personal dwelling or residence if an employee is working remotely.
- 5.7.1. If there is a reported threat of violence related to an employee's remote working environment, the Students' Union will confirm the existence of adequate safety planning procedures and ensure the employee is connected to community safety resources.
 - 5.7.2. Any threats of domestic violence should be reported to the local police service.

Reporting Workplace Violence

- 5.8. Employees must contact Wilfrid Laurier University Special Constable Service or the local police force when there is a threat of violence, violence in progress, or violence that is imminent.
- 5.8.1. An employee who is reporting violence or a threat of violence must also immediately notify their supervisor.
 - 5.8.1.1. It is the responsibility of the supervisor to report the incident to Human Resources.
- 5.9. Supervisors are required to complete an incident report that addresses the following:
- 5.9.1. Was there an exercise of physical force that cause, or could have caused, physical injury to an employee?
 - 5.9.2. Was a statement made, or behaviour observed, that could be reasonably interpreted as a threat to injure an employee?
- 5.10. In certain circumstances as directed by the *Occupational Health and Safety Act*, the Ministry of Labour, Training and Skills Development will be notified.

Investigating Workplace Violence and Safety Planning

- 5.11. After an incident report or Safe Disclosure has been made, the Students' Union will confidentially investigate the incident according to the guidelines outlined in the **Employee Standards and Performance Policy**.
- 5.12. When an investigation is ongoing, the employee who has allegedly experienced workplace violence, the employee allegedly responsible for the violent act or threat of violence (if applicable), and any witnesses will be instructed not to discuss the complaint, incident, or the investigation with other employees or witnesses unless necessary to obtain advice about their rights.
- 5.13. If an incident of workplace violence involves another employee, both the employee who allegedly experienced workplace violence, and the employee allegedly responsible for the violent act or threat of violence will be informed in writing of the results of the investigation and any corrective action in accordance with the conduct procedures within the **Employee Standards and Performance Policy** that has been taken or that will be taken.
- 5.14. The Students' Union retains the discretion to hire a qualified outside investigator to conduct a workplace violence investigation.
- 5.15. Following an investigation, the supervisor, the employee, a Human Resources representative,

and if required the Executive Director, will develop a Safety Plan.

- 5.16. The Supervisor and a Human Resources representative will follow-up with the employee to ensure the Safety Plan adequately addresses the identified risk, and if required incorporate an Accommodations Plan as outlined in the **Accommodations Policy**.
- 5.17. An employee may refuse to work if they have reason to believe that workplace violence is likely to endanger their safety.

Domestic Violence

- 5.18. The Students' Union will take every reasonable precaution in the circumstances to protect an employee who may be at risk of domestic violence, as soon as the organization becomes aware ought reasonably to be aware.
- 5.19. The Students' Union recognizes that an employee experiencing domestic abuse may be reluctant to disclose the problem to their supervisor.
- 5.20. The Students' Union encourages disclosure in order to ensure the employee's safety, the safety of the workplace, and to connect the employee with the appropriate community resources.

Reprisals

- 5.21. As per the **Safe Disclosure Policy**, the Students' Union shall not impose any type of negative consequence on an employee who is acting in good faith to report workplace violence, domestic violence, or who elects to exercise their right to refuse unsafe work.

Training

- 5.22. The Students' Union will provide employees with information and instruction about the **Prevention of Workplace Violence Policy** and program.
- 5.23. Specific job training will be provided to employees who will be performing duties involving the risk of workplace violence.

Record Keeping

- 5.24. The Students' Union will keep records of all complaints or incidents of workplace violence, including:
 - 5.24.1. A copy of the complaint or details about the incident.
 - 5.24.2. A record of the investigation including notes.
 - 5.24.3. Copy of witness statements, if taken.
 - 5.24.4. A copy of the investigation report.
 - 5.24.5. A copy of the result of the investigation that were provided to the employee who reported the incident.
 - 5.24.6. A copy of any corrective action taken.
- 5.25. Records will be kept for at least one (1) year from the conclusion of the investigation.

EMPLOYEE BENEFITS POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 6, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2c – Compensation and Benefits
-

1. Purpose

- 1.1. This policy outlines the relevant additional employment benefit for eligible positions.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **“Eligible Employee”:** Indicates that an employee may or may not qualify for a benefit depending on the terms of their employment contract.
- 2.3. **Executive Leadership Team:** This employee group consists of the President and Chief Executive Officer, the Vice President positions, and the Associate Vice-President positions.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees.

4. Health and Dental

- 4.1. Eligible employees are eligible for a group benefit plan, as outlined in their employment contract.
 - 4.1.1. Employees may waive coverage if they hold alternative coverage.
- 4.2. Retiree benefits are offered to eligible employees and are equivalent to the plan in place at the time of their requirement.
 - 4.2.1. Retiree benefits are subject to an annual cap.
- 4.3. Spousal coverage is offered for two years following the death of the plan holder.
- 4.4. Spousal or dependents may not be added to the plan after the employee has retired.

5. Pension and Registered Savings Plan

- 5.1. Eligible employees may participate in the Students' Union group savings plan as outlined in their employment contract.

Employees Hired Prior to September 2008

- 5.2. Employees enrolled in the pension plan facilitated by Wilfrid Laurier University prior to September 2008 are eligible to continue participating in that program.

Employees Hired After September 2008

- 5.3. Eligible employees hired after September 2008 may enroll in a group Registered Savings Plan through the Royal Bank of Canada.
- 5.3.1. This Students' Union will match employee contributions up to a maximum of seven (7) percent of the employee's annual salary.
- 5.3.2. Employees may opt-in or opt-out of this plan at any time.

6. Cell Phone Credit Program

- 6.1. Eligible employees are entitled to a reimbursement for cell phone usage of up to sixty (60) dollars per month, unless otherwise stated in their employment contract.

7. Parking

- 7.1. Eligible employees will be provided with a Wilfrid Laurier University parking permit if available.
- 7.1.1. The conditions of the parking permit benefit are subject to change based on the terms of the Students' Union's Operating Procedures Agreement with Wilfrid Laurier University.

8. Clothing Purchase Program

- 8.1. Once per academic term employees are offered a reimbursement of up to seventy-five (75) percent of the cost of one (1) item of Students' Union-branded clothing, up to a maximum of sixty (60) dollars.
- 8.1.1. Clothing must be purchased through an organized staff clothing order or otherwise approved by an employee's supervisor.
- 8.1.2. Employees may pay their outstanding clothing purchase balance through a payroll deduction or e-transfer.

9. Technology Purchase Program

- 9.1. Employees are offered the opportunity to "rent to own" technology (e.g. computer) through a payroll deduction contract.
- 9.1.1. A payroll deduction contract shall not exceed thirty-nine (39) payments and must be approved by the employee's supervisor.
- 9.1.2. Any balance on the technology purchase must be paid in full at the end of the thirty-nine (39) payment period.
- 9.1.3. The technology purchase program is offered without any interest charges.
- 9.1.4. The technology will become the property of the employee only after it is paid in full.

10. Athletic Facility Membership

- 10.1. Eligible employees may purchase access to Wilfrid Laurier University Athletics and Recreation Facilities at the same rate charged to university employees.
 - 10.1.1. The conditions of the athletic facility benefit are subject to change based on the terms of the Students' Union's Operating Procedures Agreement with Wilfrid Laurier University

11. Educational Assistance Programs

Coursework Educational Assistance for the Executive Leadership Team

- 11.1. The President is eligible to receive a reimbursement of up to six hundred (600) dollars per course for a maximum of two courses at Wilfrid Laurier University, unless otherwise approved by the Board of Directors.
- 11.2. Vice-Presidents are eligible to receive a reimbursement of up to six hundred (600) dollars per course for a maximum of two courses at Wilfrid Laurier University, unless otherwise approved by the President.
- 11.3. Associate Vice-Presidents are eligible to receive a reimbursement of up to 600 hundred dollars for a maximum of one (1) course at Wilfrid Laurier University, unless otherwise approved by the President.
- 11.4. Fifty (50) percent of the reimbursable tuition will be released upon proof of course payment.
- 11.5. The remaining fifty (50) percent of the reimbursable tuition will be released upon successful completion of the course requirements.
- 11.6. The reimbursable tuition amount does not include ancillary fees or other incidental costs associated with the courses.
- 11.7. The Executive Leadership Team member shall work with their supervisor to coordinate their course attendance and scheduled workday.

Professional Development Educational Assistance for the Executive Leadership Team

- 11.8. The Executive Leadership Team is eligible to receive a reimbursement of up to six hundred (600) dollars for approved professional development opportunities.
- 11.9. The maximum number of professional development opportunities eligible for this assistance will be outlined in an employee's contract.

Coursework Educational Assistance Program for Employees

- 11.10. Eligible employees are eligible to receive a reimbursement of eighty (80) percent for eligible tuition or course fees at Wilfrid Laurier University.
- 11.11. The number of courses eligible for reimbursement will be outlined in an employee's contract or otherwise approved by their supervisor and the Executive Director.
- 11.12. Forty (40) percent of the reimbursable tuition or course fee will be released upon proof of payment.
- 11.13. The remaining forty (40) percent of the reimbursable tuition or course fee will be released upon

successful completion of the course requirements.

- 11.14. The reimbursable tuition or course fee does not include any ancillary fees or other incidental costs associated with the course.
- 11.15. Employees must remain employed by the Students' Union for a minimum of twelve (12) months following the completion of the course to remain eligible for a reimbursement, unless otherwise approved by the Executive Director.
- 11.16. Employees will work with their supervisor to coordinate their course attendance and scheduled workday.

Professional Development Educational Assistance Program for Employees

- 11.17. Employees are eligible to receive a reimbursement of six hundred (600) dollars for approved professional development opportunities.
- 11.18. The maximum number of professional development opportunities eligible for this assistance will be outlined in the employee's contract, or otherwise approved by the Executive Director.

Employer Initiated Educational Assistance Program for Employees

- 11.19. The Students' Union will reimburse employees for any course, certificate, or license they are required to complete for their role.
- 11.20. Supervisors, in consultation with the Executive Director, will determine if an employee is required to complete a course, certificate, or license.

Dependent Tuition Program

- 11.21. An employee's dependent is eligible to receive a reimbursement of eighty (80) percent of undergraduate tuition, up to a maximum of six hundred (600) dollars per course at Wilfrid Laurier University.
 - 11.21.1. The Dependent Tuition Program can only be claimed by one employee parent.
 - 11.21.2. Eligible dependents must be under the age of twenty-four (24), and include an employee's child, stepchild, or common-law child.
 - 11.21.3. Forty (40) percent of the reimbursable tuition will be released upon proof of course payment.
 - 11.21.4. The remaining forty (40) percent of reimbursable tuition will be released upon successful completion of the course requirements.
 - 11.21.5. The reimbursable tuition amount does not include ancillary fees or other incidental costs associated with courses.
 - 11.21.6. The employee will be required to repay the initial forty (40) percent of reimbursable tuition if their dependent does not successfully complete the course requirements.
 - 11.21.7. In the event an employee voluntarily leaves the employment of the Students' Union within one (1) year of their dependent participating in the Dependent Tuition Program, the employee may be required to repay a portion of the benefit.

EMPLOYEE VACATION & LEAVE POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 6, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #1 – Global Executive Constraint
 - Executive Limitation #2c – Compensation & Benefits
 - Employee Standards and Performance Policy
 - Health and Safety Policy
-

1. Purpose

- 1.1. This policy outlines the relevant entitlements and guidelines for employee vacation or leave.

2. Definitions

- 2.1. **Bereavement Leave:** Absence following the death of a family member.
- 2.2. **Employee:** A paid worker of the Students' Union.
- 2.3. **Extended Family:** A grandparent, aunt, uncle, or cousin.
- 2.4. **"Flex" Time:** Time off in lieu to offset work to be performed outside of an employee's typical workday, or to offset hours worked in excess of an employee's contractual obligations.
- 2.5. **Immediate Family:** A spouse, common-law partner, children, stepchildren, parents, stepparents, and in-laws.
- 2.6. **Long-Term Disability Leave:** A continuous leave of absence because of an inability to work due to a severe or prolonged disability.
- 2.7. **Sick Leave:** Absence due to personal illness, immediate family illness, injury, medical emergency, or an employee's ongoing medical care.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees.

4. Observed Holidays

- 4.1. The Students' Union observes the following holidays:

- New Year's Day – January 1st
- Family Day (third Monday in February)
- Good Friday (the Friday prior to Easter Sunday)
- Victoria Day (the Monday prior to May 25th)
- Canada Day – July 1st
- Civic Holiday (first Monday in August)
- Labour Day (first Monday in September)
- Thanksgiving Day (second Monday in October)
- Christmas Day – December 25th
- Boxing Day – December 26th
- New Year's Eve Day – December 31st

4.2. An employee may elect to work an observed holiday if requested by their supervisor.

4.2.1. Salaried employees who work on holidays are entitled to “flex” time at a rate of one and half (1.5) hours for each hour worked.

5. **Employee Vacation**

Salaried Employee Vacation Grid

Vacation Level	Years of Service	Yearly Vacation Allotment	Vacation Pay (% of Earnings)
A	< 1	80 hours = 10 days	4%
B	1 < 5	120 hours = 15 days	6%
C	5 < 10	160 hours = 20 days	8%
D	10 < 15	200 hours = 25 days	10%
E	15 <	240 hours = 30 days	12%

- A. Less than one (1) year of service = eighty (8) hours – ten (10) days a year.
- B. One (1) year – fewer than five (5) years = one-hundred and twenty (120) hours – fifteen (15) days a year.
- C. Five (5) years – fewer than ten (10) years = one-hundred and sixty (160) hours – twenty (20) days a year.
- D. Ten (10) years – fewer than fifteen (15) years = two-hundred (200) hours – twenty-five (25) days a year.
- E. Fifteen (15) years or more = two-hundred and forty (240) hours – thirty (30) days a year.

5.1. Eligible employees will receive vacation pay as a percentage of earnings as outlined in the vacation grid.

5.2. Vacation pay does not accrue during an unpaid leave of absence.

5.2.1. Following a leave of absence, an employee may request to take unpaid vacation based on their vacation entitlements.

5.3. All new hires in director-level full-time positions will automatically be graduated to level “B” as per

their position.

- 5.4. Hourly paid employees received four (4) percent vacation pay bi-weekly and are not eligible for vacation entitlement days.

6. “Flex” Time

- 6.1. Salaried employees are eligible to, with the approval of their supervisor, proactively take “flex” time off during their typical workday to offset role responsibilities that will occur in the evening or on the weekend.
- 6.2. Salaried employees who work hours above what is outlined in their contract are entitled to “flex” time.
 - 6.2.1. Employees are encouraged to work with their supervisor and proactively schedule “flex” time as an alternative to accumulating hours above what is outlined in their contract.
- 6.3. Salaried employees who work hours above what is outlined in their contract but below forty-four (44) hours in a week are entitled to “flex” time at a rate of one to one (1:1).
- 6.4. Eligible salaried employees who work more than forty-four (44) hours in a week are entitled to overtime “flex” time at a rate of one to one and a half (1:1.5).
 - 6.4.1. Employees who work more than forty-four (44) hours in a week must receive written approval in advance from their supervisor.
 - 6.4.2. Employees whose work is supervisory or managerial in character and who may perform non-supervisory or non-managerial tasks on an irregular or exceptional basis are not eligible for overtime “flex.”
 - 6.4.3. Overtime “flex” will not be approved if there were reasonable opportunities to schedule “flex” time in advance and avoid the accumulation of more than forty-four (44) hours.
- 6.5. Employees are required to take their “flex” time within three (3) months of its accrual.

7. Health Leave and Short-Term Leave

- 7.1. Employees are entitled to one hundred and sixty (160) hours of paid sick leave per fiscal year to a maximum of one thousand (1000) paid hours during their employment.
 - 7.1.1. Unused sick leave will accumulate at the end of each fiscal year and contribute to an employee’s short-term leave, up to a maximum of eight hundred and forty (840) hours per fiscal year.
 - 7.1.2. The sick leave benefit does not accrue during a leave of absence.
- 7.2. Employees who are unable to attend work or who leave work early due to illness should notify their supervisor as soon as possible.
- 7.3. If the scheduling of medical and dental appointments outside of work hours is not possible, sick time may be used for those absences with the approval of their supervisor.
- 7.4. Employees are permitted, with the approval of their supervisor, to use sick time for absences related to immediate family illness.
- 7.5. Employees who are absent due to illness for more than five (5) consecutive work days, or when there are frequent absences within a short period of time, may be required to provide Human Resources with a physician’s statement.
- 7.6. All sick leave will be recorded and tracked in DayForce.

8. Long-Term Disability Leave

- 8.1. An employee can apply for long-term disability benefits after they have been absent for more than one hundred and nineteen (119) consecutive days.
- 8.2. Notice and documentation for long-term disability must be provided from the employee's physician to Human Resources.
- 8.3. Employee benefits will cease after a twenty-four (24) month period of long-term disability leave.
 - 8.3.1. Employee benefits will be reinstated upon the employee's return to work and after meeting all eligibility requirements.
- 8.4. Vacation and sick leave will not accumulate while an employee is on long-term disability.

9. Pregnancy and Parental Leave

Legislated Pregnancy Leave Entitlements and Benefits

- 9.1. To be eligible for pregnancy leave, the employee must have been employed by the Students' Union, in a full-time or part-time capacity, for at least 13 weeks prior to the expected date of birth.
- 9.2. Under the *Ontario Employment Standards Act*, a pregnant employee is entitled to up to 17 weeks of unpaid leave, which must be taken as one continuous period.
 - 9.2.1. The earliest a pregnancy leave can begin is seventeen weeks prior to the employee's expected date of birth.
 - 9.2.1.1. An employee who has a live birth more than 17 weeks before the expected date of birth can begin pregnancy leave on the date of birth.
 - 9.2.2. The latest a pregnancy leave can begin is the date of birth.
- 9.3. If a pregnant employee must stop working because of complications caused by pregnancy, the employee may choose to treat the time off as sick leave and plan to commence the pregnancy leave within the seventeen (17) week period prior to the expected date of birth.
- 9.4. If an employee has a miscarriage or stillbirth within the seventeen (17) weeks period prior to the expected date of birth, the employee is eligible for pregnancy leave, beginning on the date of the miscarriage or stillbirth.
- 9.5. Pregnancy leave must be taken all at once.
- 9.6. The Government of Canada's Employment Insurance maternity benefits provide financial assistance to people who are away from work because they are pregnant or have recently given birth.
- 9.7. The pregnant employee must provide their supervisor and Human Resources with reasonable notice of their pregnancy leave, recognizing that the *Employment Standards Act* outlines specific notice requirements for pregnancy leave.
- 9.8. An employee who takes a pregnancy leave is entitled to the same job they held before the leave or a comparable job, if the employee's job no longer exists.
- 9.9. Employers cannot penalize an employee in any way because the employee took a pregnancy leave.

Students' Union Pregnancy Leave Guidelines

- 9.10. Benefit coverage for employees taking a pregnancy leave will continue uninterrupted.

- 9.11. Employee contributions to the Students' Union retirement savings program are optional during pregnancy leave.
- 9.12. Vacation credits will accumulate during pregnancy leave.
- 9.13. Employees taking a pregnancy leave may qualify for the Students' Union Employment Benefit, as outlined below.

Legislated Parental Leave Entitlements and Benefits

- 9.14. To be eligible for parental leave, the employee must have been employed by the Students' Union, in a full-time or part-time capacity, for at least thirteen (13) weeks prior to the start of the leave.
- 9.15. An employee may take a parental leave of up to sixty-three (63) weeks, or up to sixty-one (61) weeks in conjunction with a pregnancy leave.
- 9.16. An employee who takes pregnancy leave must ordinarily begin parental leave as soon as the pregnancy leave ends, unless the baby did not come into their care for the first time when the pregnancy leave ends (e.g. extended hospital stay for the baby).
 - 9.16.1. In this circumstance, the employee may commence parental leave when the pregnancy leave ends or anytime within seventy-eight weeks of the birth or the date the baby first came home from the hospital.
- 9.17. An employee who did not take pregnancy leave must begin their parental leave no later than seventy-eight (78) weeks after the date their baby is born or the date their child first came into their care, custody, and control.
 - 9.17.1. The parental leave does not have to be completed within this seventy-eight (78) week period, but it must have commenced within this timeframe.
- 9.18. Parental leave must be taken all at once.
- 9.19. The Government of Canada's Employment Insurance parental benefits provide financial assistance to people who are away from work to care for their newborn or newly adopted child.
- 9.20. An employee who has a miscarriage or stillbirth, or whose spouse or partner has a miscarriage or stillbirth, is not eligible for parental leave.
- 9.21. The employee must provide their supervisor and Human Resources with reasonable notice of their parental leave, recognizing that the *Employment Standards Act* outlines specific notice requirements for parental leave.
- 9.22. An employee who takes a parental leave is entitled to the same job they held before the leave or a comparable job, if the employee's job no longer exists.
- 9.23. Employers cannot penalize an employee in any way because the employee took a parental leave.

Students' Union Parental Leave Guidelines

- 9.24. Benefit coverage for employees taking a parental leave will continue uninterrupted.
- 9.25. Employee contributions to the Students' Union retirement savings program are optional during parental leave.
- 9.26. Vacation credits will accumulate during parental leave.
- 9.27. Employees taking a parental leave may qualify for the Students' Union Employment Benefit, as outlined below.

Supplementary Employment Benefits

- 9.28. During pregnancy and parental leaves eligible employees may receive a Supplementary Employment Benefit.
- 9.29. The Supplementary Employment Benefit is paid to eligible employees to supplement the Government of Canada's Employment Insurance maternity and parental benefits.
- 9.30. To be eligible for the Supplemental Employee Benefit, the employee must:
 - 9.30.1. Hold a full-time role with the Students' Union when the employee's child is born or formally adopted.
 - 9.30.2. Have worked for the Students' Union for at least two (2) years prior when the employee's child is born or formally adopted.
 - 9.30.3. Provide Human Resources with proof of application to the Canadian Employment Insurance Commission.
- 9.31. The payment of the Supplemental Employment Benefit shall be administered as follows:
 - 9.31.1. The Students' Union will estimate the payment amount of the Canada Employment Insurance Commission and provide a supplemental initial payment on the usual salary payment schedule as an advance.
 - 9.31.2. Upon receipt of the employee's Canada Employment Insurance Commission statement, the Students' Union will adjust subsequent payments to reflect the accurate amount of the Supplemental Employment Benefit.
- 9.32. An employee who fails to return to work for a minimum period of six (6) months, or on a reduced workload for an equal number of hours pro-rated over longer period not to exceed twelve (12) months, following a pregnancy or parental leave may be required to repay the Supplemental Employment Benefit.

Supplemental Employment Benefit – Pregnancy Leave

- 9.33. During a pregnancy leave, the Supplemental Employment Benefit entitles the eligible employee to:
 - 9.33.1. One hundred (100) percent of their full salary for the first two (2) weeks in the amount equal to the difference between the Employment Insurance benefits received and the employee's salary at the time of the leave.
 - 9.33.2. Ninety-five (95) percent of their full salary for a maximum of fifteen (15) additional weeks in the amount equal to the difference between the Employment Insurance benefits received and their salary at the time of the leave.

Supplemental Employment Benefit – Parental Leave

- 9.34. During a parental leave, the Supplemental Employment Benefit entitles an eligible employee who took pregnancy leave to:
 - 9.34.1. Ninety-five (95) percent of their full salary for a maximum of twelve (12) weeks in the amount equal to the difference between the Employment Insurance benefits received and their salary at the time of the leave.
- 9.35. During a parental leave, the Supplemental Employment Benefit entitles an eligible employee who did not take pregnancy leave to:

- 9.35.1. One hundred (100) percent of their full salary for the first two (2) weeks in the amount equal to the difference between the Employment Insurance benefits received and their salary at the time of the start of their leave.
- 9.35.2. Ninety-five (95) percent of their full salary for a maximum of ten (10) additional weeks in the amount equal to the difference between the Employment Insurance benefits received and their salary at the time of the start of their leave.

10. Bereavement Leave

- 10.1. Employees are entitled to five (5) working days of paid bereavement leave for the death of a member of their immediate family.
- 10.2. Employees are entitled to three (3) working days of paid bereavement leave for the death of a member of their extended family.
- 10.3. An employee's supervisor, in consultation with a Human Resources representative, may grant additional paid or unpaid bereavement leave on a case-by-case basis.

11. Domestic Violence or Sexual Assault Leave

- 11.1. An employee who has been employed by the Students' Union for at least 13 consecutive weeks is entitled to a leave of absence if they or their child experiences domestic or sexual violence, or the threat of domestic or sexual violence, for any of the following purposes:
 - 11.1.1. To seek medical attention for the employee or their child in respect of a physical or psychological injury or disability cause by the domestic or sexual violence.
 - 11.1.2. To obtain services from a victim services organization for the employee or their child.
 - 11.1.3. To obtain psychological or other professional counselling for the employee or their child.
 - 11.1.4. To relocate temporarily or permanently.
 - 11.1.5. To seek legal or law enforcement assistance, including preparing for or participating in any civil or criminal legal proceedings related to or resulting from the domestic or sexual violence.
 - 11.1.6. Such other purposes as may be prescribed.
- 11.2. An eligible employee is entitled to take, in each calendar year, up to 10 days of leave taken intermittently and up to 15 weeks of continuous leave under this section.
 - 11.2.1. The *Employment Standards Act* entitles an employee to be paid for the first five (5) days of Domestic Violence or Sexual Assault Leave.
- 11.3. Extended benefit coverage for employees taking a Domestic Violence and Sexual Assault Leave will continue uninterrupted.
- 11.4. Employee contributions to the Students' Union retirement savings program are optional during a Domestic Violence or Sexual Assault Leave.
- 11.5. Vacation credits will accumulate during a Domestic Violence and Sexual Assault Leave.

12. Unpaid Leaves of Absence

- 12.1. The *Employment Standards Act* stipulates that eligible employees have the right to take unpaid job protected leaves in certain circumstances.
- 12.2. The Students' Union may grant a leave of absence request for a reason not listed in the *Employment Standards Act*.

- 12.3. The Ontario *Juries Act* requires employers to grant time off for employees who are summoned for jury duty.
- 12.4. Benefit coverage for eligible employees taking an unpaid leave will continue uninterrupted.
- 12.5. Employee contributions to the Students' Union retirement savings program are optional during an unpaid leave of absence.
- 12.6. Vacation credits will not accumulate during unpaid leaves of absence.

ACCOMMODATION POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director Policy Research & Advocacy

Original Approval Date: October 22, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2b – Treatment of Staff
 - Employee Standards and Performance Policy
 - Safe Disclosure Policy
-

1. Purpose

- 1.1. This policy outlines the Student's Union's commitment to foster an inclusive workplace that honours the dignity and diversity of all employees and outlines the roles and responsibilities of those involved in the accommodation process.

2. Definitions

- 2.1. **Ableism:** A belief system, analogous to racism, sexism, or ageism, that sees persons with disabilities as being less worthy of respect and consideration, less able to contribute and participate, or of less inherent value than others.
- 2.1.1. Ableism may be conscious or unconscious, or may be embedded in institutions, systems, or the broader culture of a society or workplace, limiting the opportunities of persons with disabilities.
- 2.2. **Barrier:** Anything that prevents a person's full participating in all aspects of society because of a Protected Ground, or for people with disabilities, barriers in the workplace including:
- 2.2.1. Architectural barriers
 - 2.2.2. Information barriers
 - 2.2.3. Communication barriers
 - 2.2.4. Attitudinal barriers
 - 2.2.5. Technological barriers
 - 2.2.6. Policies or procedures that inadvertently pose barriers.
- 2.3. **Creed (Religion):** Religious or spiritual practice, typically involving a particular and comprehensive system of faith and worship, or a non-religious belief system that substantially influences a person's identity, worldview, and way of life.
- 2.4. **Disability:** Inclusive of the Human Rights Code (Ontario) definition, refers to any physical or

mental conditions that limit a person's movements, senses, or activities.

2.4.1. Disabilities can be episodic, temporary, or permanent, and can be visible to others or invisible.

2.5. **Employee:** A paid worker of the Students' Union.

2.6. **Employment Accommodation:** An ongoing process of adjusting or modifying the work environment, schedule, or method of doing work in order to address the individual needs of employees and job applicants who are protected from discrimination under the *Human Rights Code* (Ontario).

2.6.1. Accommodations may be temporary or on-going and involve finding reasonable solutions.

2.6.2. Examples of accommodation include, but are not limited to:

2.6.2.1. Workstation or physical space adjustments or modifications.

2.6.2.2. Assistive technologies

2.6.2.3. Temporary or permanent modified duties

2.6.2.4. Flexible work agreements

2.6.2.5. Name change

2.6.2.6. Accessible parking

2.6.2.7. Leaves of absence

2.7. **Family Status:** The state of being a parent-child type relationship, including relationships based on blood, adoption and care, responsibility, and commitment.

2.7.1. Family status includes parents caring for children and people who are the primary caregivers for aging parents or siblings with disabilities.

2.8. **Member:** All registered Wilfrid Laurier University undergraduate students are members of the Students' Union.

2.9. **Protected Grounds:** Protected categories listed under the *Human Rights Code* (Ontario), which include age, creed, disability, family and marital status, gender identity and gender expression, race and related groups, receipt of public assistance, record of offences, sex, or sexual orientation.

2.10. **Undue Hardship:** The excessive hardship placed on an employer associated with an accommodation when considering cost, availability of external funding, and the likeliness of a significant health and safety risk.

2.10.1. The onus is on the employer to prove undue hardship.

3. **Jurisdiction/Scope**

3.1. This policy applies to all Students' Union employees.

4. **General Principles**

4.1. The Students' Union is committed to preventing and removing barriers and providing reasonable

accommodation to employees to the point of undue hardship.

- 4.1.1. This includes, when possible, minimizing the need for accommodations by creating accessible workplaces and redesigning employment systems, practices, and policies.
- 4.2. The Students' Union is committed to providing services and facilitating events that are inclusive and barrier-free, while providing reasonable accommodations to our members, service recipients, and event attendees.
- 4.3. The Students' Union is committed to working collaboratively with employees to provide reasonable accommodations to enable them to perform the essential duties of their role or provide them with alternative duties that they are qualified to perform.
- 4.4. The Students' Union will support the accommodation needs of job applicants with respect while maintaining an equitable hiring process.
- 4.5. When considering employment accommodations for employees, the Students' Union will rely on the following principles:
 - 4.5.1. Respecting the personal integrity and worth of the person who requires an accommodation and maintaining the confidentiality of their personal information.
 - 4.5.2. Designing accommodations to meet the specific circumstances of each employee or job applicant.
 - 4.5.3. Collaborating with the person requiring the accommodation, supervisors, and the President and Executive Director to facilitate the employment accommodation.
 - 4.5.4. Consulting subject matter experts when developing accommodation plans.
 - 4.5.5. Ensure the employee who is being accommodated is involved in the process and accommodation plan design.
 - 4.5.6. When necessary, develop a written accommodation plan.

5. Types of Accommodations

- 5.1. Accommodations in the workplace related to **disability** may include:
 - 5.1.1. Modified workstation
 - 5.1.2. Access to assistive technology
 - 5.1.3. Alternative, flexible, or reduced work schedule
 - 5.1.4. Accessible parking
- 5.2. Accommodations in the workplace related to **creed** may include:
 - 5.2.1. Time off for religious observances, ceremonies, holidays, and celebrations.
 - 5.2.2. Time and space for prayer and rituals during the workday.
 - 5.2.3. Considering the dietary needs, fasting, and religious dress.
 - 5.2.4. Practices related to the death of a loved one.
- 5.3. Accommodations in the workplace related to **family status** may include:
 - 5.3.1. Temporary or permanent changes to work schedules.
 - 5.3.2. Flexible work schedule or temporary leave of absence.
 - 5.3.3. Employees are expected to take all reasonable steps to find suitable childcare options that do not conflict with work responsibilities.
- 5.4. Accommodations in the workplace related to **gender identity** may include:

- 5.4.1. Use of preferred name and proper pronoun.
- 5.4.2. Access to gender inclusive washrooms and change rooms.
- 5.4.3. Access to systems that go beyond binary gender options (e.g. group retirement plans, extended benefits, etc.).

6. Roles and Responsibilities

Job Applicants

- 6.1. Job applicants may communicate any known accommodation to the Human Resources representative identified on the job posting.
- 6.2. The hiring supervisor should consult the applicant on the appropriate accommodation for the requirements of the hiring process.

Employees Requesting Accommodations

- 6.3. Employees should communicate any known employment accommodation need to Human Resources at the earliest possible opportunity.
- 6.4. Employees may be asked to provide the Students' Union with necessary information to enable the assessment of employment accommodation needs (e.g. workplace restrictions).
 - 6.4.1. A diagnosis is not required for disability related accommodations.
- 6.5. Employees will be asked to participate and collaborate in the accommodation process, by assisting with the identification of reasonable accommodations.
- 6.6. Employees may be asked to co-operate with a third-party provide whose assistance or consultation is contributing to the management of the accommodation process.
- 6.7. Employees may be asked to adjust previously agreed upon accommodations if there is a change in circumstances, either with role responsibilities or available accommodations.

Supervisors

- 6.8. Supervisors shall approach the accommodation process from a supportive point of view, with openness and flexibility.
- 6.9. Supervisors must receive accommodation requests in good faith and maintain privacy and confidentiality while responding as quickly as possible.
- 6.10. Supervisors must seek to understand the employee's needs including limitations and restrictions without asking invasive questions or request diagnoses.
- 6.11. As directed by Human Resources, supervisors shall manage the accommodation process by encouraging open dialogue and co-operation with the employee and consider all options and solutions.
- 6.12. As directed by Human Resources, supervisors must keep a written record of the accommodation request and the action taken.

Human Resources

- 6.13. Human Resources will ensure processes are in place to enhance accessibility and inclusion in

the workplace.

- 6.14. A human resources representative will provide advice, guidelines, and resources to the employee requesting an accommodation and the supervisor facilitating the accommodation.
- 6.15. A human resource representative will support a job applicant, hiring committee, or hiring supervisor in arranging reasonable and appropriate accommodations for a job interview.
- 6.16. Human Resources will direct with the accommodation process, including facilitating accommodations for employees with disabilities, engaging with third-party support providers.

7. Accommodation Plans

- 7.1. An employee or supervisor may request an accommodation plan to formalize the accommodations that will be provided.
- 7.2. Human Resources may require an accommodation plan.
- 7.3. Accommodation requests should be dealt with promptly, and where necessary, interim accommodation will be provided while long-term solutions are developed.
- 7.4. A human resources representative should be consulted when developing an accommodation plan.
- 7.5. The accommodation plan may include:
 - 7.5.1. A summary of the employee's limitations and needs, including any confidential assessments and information from experts or specialists.
 - 7.5.2. Arrangements for needed assessments by experts or professionals.
 - 7.5.3. Identification of the most appropriate short of undue hardship.
 - 7.5.4. A statement of annual goals, and specific steps to meet them.
 - 7.5.5. Clear timelines for providing the accommodation.
 - 7.5.6. Criteria for determining the success of the accommodation plan, together with a process for reviewing and re-assessing the accommodation plan as needed.
 - 7.5.7. An accountability mechanism consistent with the **Employee Standards and Performance Policy**.

DISCONNECTING FROM WORK POLICY

Approving Authority: President and Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: May 30, 2022

Date of Most Recent Review/Revision: October 22, 2024

Related Policies, Procedures, and Documents:

- Executive Limitation #2b – Treatment of Staff
 - Employee Standards and Performance Policy
 - Employee Vacation and Leave Policy
-

1. Purpose

- 1.1. This policy is required under the *Employment Standards Act* and is further emphasized by the Students' Union in order to support employees in managing an intentional balance of their working and personal lives.

2. Definitions

- 2.1. **Disconnecting from work:** Not engaging in work-related communications, including emails, telephone calls, video calls, or sending or reviewing other messages, to be free from the performance of work.
- 2.2. **Employee:** A paid worker of the Students' Union.
- 2.3. **Supervisor:** The individual to whom an employee directly reports, or their designate.
- 2.4. **Workplace:** Any site at which the employee works, including any property or building utilized by the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.
 - 2.4.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees.

4. Policy

- 4.1. Students' Union employee work hours, breaks, vacation, and leave entitlements are outlined in employment contracts, the Employee Standards and Performance Policy, and



the Employee Vacation and Leave Policy.

- 4.2. In general, the Students' Union does not expect employees to read or respond to work-related communications outside of their normal working hours, subject to the following exceptions:
 - 4.2.1. Where operational needs require such communications, and the employee has been given notice in advance.
 - 4.2.2. Where such communications are required due to the nature of the employee's duties.
 - 4.2.3. Where the employee's role is managerial or supervisory in nature, in which case operational needs may require communications outside of normal working hours.
 - 4.2.4. In instances of unforeseen operational needs.
 - 4.2.5. In cases of emergency.
 - 4.2.6. In other situations that may arise, at the discretion of the employee's supervisor.
- 4.3. If an employee believes they were otherwise unable to reasonably disconnect from work due to an eligible assigned work task or obligation, they may discuss a "flex" time allotment with their supervisor.
- 4.4. If an employee is finding it challenging to reasonably disconnect from work, their supervisor will assist in providing them with tools and resources to better disconnect from work.

FLEXIBLE WORK POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: September 1, 2021

Date of Most Recent Review/Revision: October 22, 2024

Related Policies, Procedures, and Documents:

- Disconnecting from Work Policy
 - Employee Standards and Performance Policy
 - Employee Accommodation Policy
 - Health and Safety Policy
 - Workplace Violence and Harassment Policy
-

1. Purpose

- 1.1. This policy outlines the flexible model of work that permits eligible employees, based on their job requirements and operational needs, to request to work from a remote location or adjust their traditional working schedule to meet personal, family, or other approved obligations.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **In-Person Work:** Work performed by an employee when they are physically present in a Students' Union office or on a Wilfrid Laurier University campus.
- 2.3. **Remote Work:** Work performed by an employee at their place of residence, or from a remote location, where they are not physical present at a Students' Union office.
- 2.4. **Supervisor:** The individual to whom an employee directly reports, or their designate.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees.

4. Flexible Work

- 4.1. There are three (3) types of flexible work arrangements:
 - 4.1.1. **Ad-hoc:** When an employee requests to work remotely on a one-off or occasional basis, not to form part of their regular work scheduled, but to accommodate a short-term circumstance, for a concentrated work purpose, or to accommodate appointments or

temporary personal requirements.

4.1.2. **Regular:** When an employee requests to work remotely on a regular basis as part of their regular work schedule.

4.1.3. **Accommodation:** When an employee works remotely as part of an agreement formed according to the Employee Accommodation Policy.

Approval and Notice

- 4.2. An ad-hoc flexible work occurrence should be approved by an employee's supervisor at least twenty-four (24) hours in advance, if possible.
- 4.3. A regular flexible work arrangement must be agreed to by the employee, their supervisor, and a Human Resources representative.
 - 4.3.1. A regular flexible work arrangement will generally not exceed two (2) working days per week.
- 4.4. An accommodation-based flexible work arrangement must be agreed to by the employee, their supervisor, a Human Resources representative, and approved by the Executive Director.
 - 4.4.1. Remote work is not an appropriate substitute for circumstances requiring employee leave, as outlined in the Employee Vacation and Leave Policy.
- 4.5. Flexible work arrangements will be dependent upon the operational and service needs of the employee's department to ensure standards are not compromised.
 - 4.5.1. Flexible work arrangements will not be permitted if it will have a negative impact on the work of the employee or on the delivery of the service.
- 4.6. Flexible work hours must be approved by an employee's supervisor, and any deviations should be addressed according to the Employee Standards and Performance Policy and the Disconnecting from Work Policy.
- 4.7. Flexible work arrangements are not permitted if the work is going to be completed outside of the Province of Ontario.
 - 4.7.1. Limited exceptions may be granted by the Executive Director.

Flexible Work Requirements

- 4.8. Employees must comply with all relevant Students' Union policies and health and safety standards while working remotely.
- 4.9. Employees are required, if possible, to perform all remote work on Students' Union computers, and work within the organization's web-based Microsoft 365 subscription service.
 - 4.9.1. Employees are permitted to take a computer provided by the Students' Union to their place of residence to complete remote work.
- 4.10. Employees are responsible for covering the costs related to the flexible work arrangement and their remote workspace, including any additional costs for internet access, insurance, or optional technology or equipment not provided by the Students' Union.
 - 4.10.1. An employee may discuss their technology, and equipment needs for remote work with their supervisor.
- 4.11. Employees are required to take any additional steps as required to maintain confidentiality and privacy when working remotely.

- 4.11.1. Employees are encouraged to seek guidance from their supervisor about remote work best practices, including appropriate spaces for joining a meeting virtually, ensuring access to required resources, and data security.
- 4.12. Supervisors must consider the importance of regular in-person engagement, operational need, and department service standards when considering flexible work agreements.
- 4.13. Supervisors are required to establish communication expectations for their employees with flexible work agreements.
- 4.14. Regular flexible work arrangements must be reviewed at a minimum of every six (6) weeks.
- 4.15. Accommodation-based flexible work arrangements shall be reviewed according to the Employee Accommodation Policy.

CONFLICT OF INTEREST POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 4, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #1 – Global Executive Constraint
 - Executive Limitation #2b – Treatment of Staff
 - Executive Limitation #2f – Asset Protection
 - Executive Limitation #2l – General Meetings and Elections
 - Executive Limitation #2n – Hiring Practices – Paid Staff
 - Employee Standards and Performance Policy
 - Health and Safety Policy
 - Safe Disclosure Policy
-

1. Purpose

- 1.1. This policy provides guidance to Students' Union employees about identifying, mitigating, or avoiding conflicts of interest.

2. Definitions

2.1. **Conflict of interest:** Occurs when personal interests or professional affiliations outside of the Students' Union interfere, or are perceived to interfere, with the independent judgement required by employees to perform their duties and responsibilities.

2.1.1. Conflicts of interest include, but are not limited to:

- 2.1.1.1. An interest, real or perceived, that unfairly benefits the individual or their relative, friend, roommate, or romantic partner.
- 2.1.1.2. Organizations, companies, or groups that an employee has an official governing responsibility or that employs the individual or a member of their family.
- 2.1.1.3. Gifts and favours, including tokens of appreciation, entertainment, travel, hotel accommodations, services for personal use, reduced prices for personal goods and services, and any other forms of hospitality provided in hopes of future business.

2.2. **Employee:** A paid worker of the Students' Union.

2.3. **Supervisor:** The individual to whom an employee directly reports, or their designate.

2.4. **Workplace:** Any site at which the employee works, including any property or building utilized by the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.

2.4.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

3. Jurisdiction/Scope

3.1. This policy applies to all Students' Union employees.

4. Declaring a Conflict of Interest

4.1. Employees are required to declare to their supervisor any conflict of interest or other circumstance that may reasonably interfere, or be perceived to interfere, with their ability to perform their duties and responsibilities.

4.1.1. Supervisors, in consultation with a Human Resources representative when appropriate, will determine the nature and extent of the conflict of interest and determine what steps are required to mitigate or avoid situations or responsibilities where that conflict will interfere with the employee's duties.

4.1.2. Employees may be required to refrain from taking part in a discussion, project, hiring process, or decision-making vote related to the conflict of interest.

4.2. Human Resources may declare that an employee has a conflict of interest in the absence of a self-declaration.

5. Reporting a Conflict of Interest

5.1. If an employee believes a conflict of interest has not been properly declared by another employee, they may make a good faith disclosure according to the Safe Disclosure Policy.

6. Hiring Practices

6.1. Employees may be required to refrain from participating in a hiring process if a conflict of interest will interfere, or be perceived to interfere, with the fairness and legitimacy of the job search.

6.1.1. Human Resources, in consultation with the President or Executive Director, may declare that an employee has a hiring conflict in the absence of a self-declaration and require that they be removed from the hiring process.

6.2. For conflicts of interest related to Executive Leadership Team hiring, the President in consultation with Human Resources will determine if an employee must be removed from the hiring process.

6.3. The Students' Union may accept applications for employment from an employee's immediate family so long as the successful hiring of that immediate family member does not result in supervisory relationship.

7. Business Operations

7.1. Prior to entering a new contract with a vendor or supplier the due diligence conducted must

include consideration of conflicts of interest.

7.2. Contracts valued at \$5,000 or more must proceed through a formal tender process to ensure procurement best practices and avoid conflicts of interest.

8. Employee Relationships

8.1. Acknowledged employee romantic relationships are not considered a conflict of interest so long as they do not include a supervisory relationship and are disclosed with Human Resources.

8.1.1. Employee romantic relationships that are not disclosed may represent a conflict of interest.

9. Secondary Employment

9.1. Secondary employment is permitted so long as there are no adverse effects to the employee's ability to perform their duties and responsibilities and it does not represent a conflict of interest.

9.1.1. Employees are encouraged to discuss secondary employment opportunities in advance with their supervisor.

SAFE DISCLOSURE POLICY

Approving Authority:

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 6, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2b – Treatment of Staff
 - Employee Standards and Performance Policy
-

1. Purpose

- 1.1. This policy outlines the process for employees to provide good faith disclosures about wrongdoing by Students' Union employees or volunteers without retaliation or reprisal.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **Good Faith Disclosure:** Any disclosure made based on the reasonable belief of the authenticity and accuracy of the wrongdoing, and free from malicious or frivolous intent.
- 2.3. **Reprisal:** Any detrimental action or threat of action directed at an employee for making a good faith disclosure, supporting a disclosure, participating in a disclosure investigation, or declining to participate in wrongdoing.
- 2.4. **Volunteer:** A Wilfrid Laurier University undergraduate student who voluntarily undertakes a service for the Students' Union.
- 2.5. **Wrongdoing:** Any act or conduct in contravention of the Students' Union Employee Standards and Performance Policy or other related policies, procedures, or legal standards.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees and volunteers.

4. Policy

- 4.1. Anyone who has information or reasonable grounds to believe that a Students' Union employee or volunteer has been engaged in wrongdoing is able to make a good faith disclosure through the Students' Union Reporting Form.
- 4.1.1. If a good faith disclosure involves Human Resources of Vice-President: Volunteer Operations, the disclosure can be made directly to the President and Chief Executive Officer

or Executive Director.

- 4.1.2. If a supervisor receives a good faith disclosure directly from an employee, they must submit the Students' Union Reporting Form.
- 4.2. The Students' Union shall take all necessary and appropriate action to carefully and fairly investigate and respond to disclosures of wrongdoing.
 - 4.2.1. If an investigation conforms wrongdoing, the supervisor shall proceed according to the **Employee Standards and Performance Policy** and all other applicable policies or regulations.
- 4.3. The Students' Union shall take all reasonable efforts to keep the details of a good faith disclosure confidential and protect the identity of the employee who disclosed.
- 4.4. All employees involved in an allegation of wrongdoing are to be treated fairly and impartially.
- 4.5. Retaliation or reprisal in response to a good faith allegation is prohibited.
- 4.6. Employees who make an allegation of wrongdoing that is false, frivolous, vexatious, or made in bad faith will be subject to employee conduct procedures outlined in the **Employee Standards and Performance Policy**.

Appendix C: Volunteer Standards & Performance Policy



VOLUNTEER STANDARDS AND PERFORMANCE POLICY

Approving Authority: President & CEO

Administrative Responsibility: Director, Policy Research and Advocacy

Original Approval Date: September 19, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

1. Purpose

- 1.1. This policy outlines the principles and guidelines used by the Wilfrid Laurier University Students' Union (Students' Union) to inform volunteer standards and address performance or conduct issues.

2. Approach

- 2.1. The Students' Union values volunteer involvement and is committed to providing opportunities for holistic growth and personal development through access to a wide variety of volunteer roles. A community-focused organization, the Students' Union strives to promote a culture of inclusivity and actively works to eliminate systemic barriers that prevent undergraduate students from considering volunteer positions. When behavior or performance issues arise the Students' Union, when possible, incorporates principles of restorative justice to respond to and find meaningful solutions to instances of harm with a dignified emphasis on dialogue, negotiation, and accountability.

3. Definitions

- 3.1. **Accountability:** A process, often informed by principles of restorative justice, where an individual takes responsibility for a harm created by their actions or inaction.
- 3.2. **Coaching:** Corrective and ongoing dialogue between a volunteer and their Coordinator or Executive and relevant Associate Vice-President or Vice-President, that is intended to advise the volunteer on how to constructively improve their behavior.
- 3.3. **Sanction:** A formal indication of misconduct, fault, deficiency, or consequence.
- 3.4. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace when acting in the capacity as a volunteer or attending an event connected to the volunteer role; or behaviour that is contrary to the provisions of Wilfrid Laurier University's Non-Academic Code of Conduct.



- 3.5. **Negligence:** Knowingly neglecting a duty that results in unacceptable job performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.
- 3.6. **Operations Group:** The senior continuing staff leadership team, consisting of the President & CEO, Executive Director, and all director-level portfolios.
- 3.7. **Restorative Justice:** A process with no universal definition, but that the Students' Union understands to be a way of addressing conflict that seeks to include all involved and collaboratively determine a meaningful solution with dignity and integrity. The emphasis is placed on addressing any damage caused and restoring relationships.
- 3.8. **Students' Union Member Conflict and Conduct Form:** Used to report a person or behaviour that is contrary to the policies and procedures of the Students' Union or Wilfrid Laurier University's Non-Academic Student Code of Conduct.
- 3.9. **Students' Union Reporting Form:** Used to report any of the following circumstances that occur on Students' Union property, or a Students' Union event:
 - 3.9.1. Incidents of violence, harassment, or sexual violence.
 - 3.9.2. A present hazard, which is considered anything within the environment, or a process or procedure, that could cause injury or illness.
 - 3.9.3. A person of concern who is either a Laurier student, or Students' Union volunteer club member, or employee.
 - 3.9.3.1. A person of concern is someone who has displayed a significant change in behaviour that is determined to necessitate support.
- 3.10. **Unsatisfactory Performance:** Failing to perform volunteer duties in a satisfactory manner as determined by the portfolio supervisor.
- 3.11. **Volunteer:** A Wilfrid Laurier University undergraduate student who voluntarily undertakes a service for the Students' Union.

4. Jurisdiction/Scope

- 4.1. This policy applies to all Students' Union volunteers.

5. Policy

Volunteer Expectations and Standards

- 5.1. Volunteers are expected to follow all policies, guidelines, and instructions relevant to their role.
- 5.2. In the course of their duties volunteers remain subject to the provisions of Laurier's [Non-Academic Student Code of Conduct](#).
- 5.3. Volunteer activity shall be guided by the Students' Union Ends Policy, which outlines that Laurier students should benefit from an affordable, accessible, and high-quality academic experience; a safe, sustainable, and empowering environment; diverse and inclusive social interaction; and products and services that cater to the financial needs of students.

- 5.4. The Students' Union acknowledges the mitigating or aggravating factors that may hinder volunteer performance and necessitate accountability or conduct procedures, including but not limited to:
 - 5.4.1. Whether or not the problem has arisen as an intentional action or inaction on the part of the volunteer.
 - 5.4.2. Whether or not the volunteer accepts responsibility for their actions.
 - 5.4.3. Whether or not the problem is recurring.
 - 5.4.4. The prior job performance of the volunteer.

Reporting Volunteer Performance and Conduct Issues

- 5.5. Any Students' Union volunteer or employee who witnesses a volunteer exhibit or partake in behaviour that falls short of organizational expectations, is unprofessional, disreputable, or contravenes applicable policies or guidelines must complete the Students' Union Member Conflict and Conduct Form.
- 5.6. Any Students' Union volunteer or employee who witnesses a volunteer partake in incidents of violence, harassment, or sexual violence, or who has displayed a significant change in behaviour that is determined to necessitate support must complete Students' Union Report Form.
- 5.7. Submitted report forms will be reviewed within 2 business days by the Vice-President: Volunteer Operations or applicable departmental Vice-President, in consultation with the relevant Operations Group member as required.
- 5.8. The Students' Union shall endeavor to determine an accurate account of any activity or behaviour disclosed through the Students' Union Member Conflict and Conduct Form or the Students' Union Reporting Form.
- 5.9. Volunteers and employees are protected from retribution when bringing forward an incident.

Volunteer Performance and Conduct Procedures

- 5.10. Conduct issues or the failure to meet volunteer standards or role responsibilities may result in accountability measures or sanctions based on the following framework:
 - 5.10.1. **Unsatisfactory Performance:** Failing to perform volunteer duties in a satisfactory manner as determined by the supervisor, attendance concerns (e.g. missed shift; late to meetings), or inter-personal conflict with other volunteers.
 - 5.10.2. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace when acting in the capacity as a volunteer or attending an event connected to the volunteer role; or behaviour that is contrary to the provisions of Laurier's Non-Academic Code of Conduct or other relevant policies and procedures (e.g. breach of confidentiality).
 - 5.10.3. **Negligence:** Knowingly neglecting a duty that results in unacceptable job

performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.

5.10.3.1. Negligence includes the abuse or improper use of facilities, equipment, or resources.

5.10.4. **Careless disregard:** Behaviour that may not meet the threshold of misconduct or negligence, but nevertheless reflects negatively on the reputation of the Students' Union or Wilfrid Laurier University.

5.11. Accountability measures or conduct sanctions may include one of the following outcomes:

5.11.1. A formal **restorative justice process** where opportunities are provided for victims, offenders, and community members affected by the incident to participate in meaningful engagement and accountability towards a goal of healing, reparation, and reintegration.

5.11.1.1. If a restorative justice process is determined to be applicable, the Vice-President: Volunteer Operations or other associated departmental Vice-President, in consultation with the relevant Operations Group member, must be consulted to ensure the appropriate application and documentation of this accountability measure.

5.11.2. **Coaching conversation.**

5.11.2.1. During a coaching conversation, the volunteer and the relevant Coordinator will discuss how to rectify the unsatisfactory performance, misconduct, negligence, or careless disregard by identifying further training opportunities and establishing a timeframe to meet expectations.

5.11.2.2. In the event the relevant Coordinator has a conflict, or the discussion requires escalation, another supervisor or Students' Union Executive will complete the coaching conversation.

5.11.2.3. All coaching conversations must be documented and filed with the Vice-President: Volunteer Operations.

5.11.3. **Sanction** (e.g. a letter of reprimand, period of probation with restricted responsibilities).

5.11.3.1. Applicable for repeated instances of unsatisfactory performance, misconduct, negligence, or careless disregard.

5.11.3.2. Applicable when unsatisfactory performance, misconduct, negligence, or careless disregard persists following coaching conversations.

5.11.3.3. The relevant Coordinator and departmental Vice-President will determine the suitability of a sanction.

5.11.3.4. The Vice-President: Volunteer Operation or their Associate Vice-President: Volunteer Operations must be consulted if the volunteer is receiving a

supplemental sanction.

5.11.3.5. A sanction may be considered without previous coaching conversations with the approval of the Vice-President: Volunteer Operations.

5.11.3.6. All sanctions must be documented and filed with the Vice-President: Volunteer Operations.

5.11.4. **Suspension.**

5.11.4.1. A suspension of volunteer duties may be warranted following unsatisfactory performance, misconduct, negligence, or careless disregard that has persisted in spite of coaching and an escalating series of sanctions.

5.11.4.2. The relevant departmental Vice-President and Vice-President: Volunteer Operations will determine the suitability of a suspension.

5.11.4.3. A suspension may be considered without previous conduct sanctions with the approval of the Vice-President: Volunteer Operations.

5.11.4.4. All suspensions must be filed with the Vice-President: Volunteer Operations.

5.11.5. **Dismissal.**

5.11.5.1. Dismissal from a volunteer role may be considered in coordination with the Vice-President: Volunteer Operations and the associated departmental Vice-President, and in consultation with the relevant Operations Group member, when unsatisfactory performance, misconduct, negligence, or careless disregard follows a suspension, or under the following circumstances:

5.11.5.1.1. Discrimination based on race, citizenship, nationality or ethnic identity, place of origin, creed, gender identity, sexual orientation or preference, marital status, family status, disability or age.

5.11.5.1.2. Any exhibition of violence, harassment, or sexual harassment as defined in the *Wilfrid Laurier University Students' Union Workplace Violence Harassment Statement* or Laurier's *Prevention of Harassment and Discrimination* policy, and *The Prevention of Sexual Violence Policy and Procedures*.

5.11.5.1.3. Vandalizing or defacing Students' Union or University property.

5.11.5.1.4. Acts of theft or fraud.

5.11.5.1.5. Being under the influence of alcohol or drugs while acting within the scope of your role.

5.11.5.1.6. Careless disregard that endangers the Students' Union's public image or credibility.

5.11.5.1.7. Egregious breach of confidentiality.

5.11.5.1.8. Failure to complete required training.

5.11.5.2. Dismissal is generally understood as a last resort after all other applicable accountability measures or conduct sanctions have been exhausted.

5.11.5.3. In cases of dismissal, the Vice-President: Volunteer Operations and associated departmental Vice President will meet with the relevant Operations

Group member to document the Dismissal Plan.

- 5.11.5.3.1. The Dismissal Plan must include details and evidence of any previous accountability measures and conduct sanctions preceding dismissal.
- 5.11.5.3.2. A copy of the signed Dismissal Plan should be distributed to the volunteer.
- 5.11.5.3.3. The Dismissal Plan may be consulted should the volunteer apply for other roles.
- 5.11.5.3.4. The Students' Union Human Resources department may be contacted for consultation and support, if necessary.

5.11.6. "Do not re-hire" designation

- 5.11.6.1. If a volunteer is dismissed from a volunteer role, they may be assigned a "Do not re-hire" designation for that same role in the future, or other Students' Union volunteer roles.
- 5.11.6.2. A "Do not re-hire" designation must be approved by the Vice-President: Volunteer Operations.

- 5.12. The appropriate application of accountability measures or conduct sanctions will be determined in consultation with the committee coordinator, the associated departmental Vice-President, and if required the Vice-President: Volunteer Operations and relevant Operations Group member.
 - 5.12.1. Every accountability measure or conduct sanction must be documented and filed with the Vice-President: Volunteer Operations.
- 5.13. The Students' Union shall keep a confidential record of all conduct documentation for a period of 7 years.



**VOLUNTEER RECRUITMENT
PROCEDURES**

Approving Authority: President & Chief Executive Officer

Original Approval Date: November 5, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents: Volunteer Standards and Performance Policy;
Conflict of Interest Policy.

1. PURPOSE

The following procedures outline how Wilfrid Laurier University undergraduate students can volunteer with the Students' Union.

2. VOLUNTEER CATEGORIES

- 2.1. Volunteer positions with the Students' Union are organized into the following categories:
 - 2.1.1. **Coordinator** – Provides financial, operational, and volunteer management support for a committee to the departmental Vice-President and Associate Vice-Presidents.
 - 2.1.2. **Executive** – Supports the Coordinator and works collaboratively with general volunteers to promote events, operate services, and facilitate committee initiatives.
 - 2.1.3. **Team Lead** – Holds additional responsibilities beyond that of a general volunteer, and as identified by role.
 - 2.1.4. **General** – Assist in the facilitation of committee events, initiatives, programming, and outreach.

3. VOLUNTEER POSITIONS

- 3.1. In consultation with the Vice-President: Volunteer Operations, the relevant departmental Vice-President, Associate Vice-President, or Coordinator will determine the number of available volunteer positions.
- 3.2. The Vice-President: Volunteer Operations will hold a detailed list of all active volunteer positions, including volunteer categories.
 - 3.2.1. The Hiring and Recruitment Coordinators will work in conjunction with the Vice-President: Volunteer Operations and their Associate Vice-Presidents to monitor open volunteer positions as they become available.
- 3.3. The decision to limit volunteer positions by suspending or eliminating an entire committee can only be made by the President and their Executive Leadership Team in consultation with the Executive Director.
- 3.4. The Vice-President: Volunteer Operations or their Associate Vice-Presidents will approve committee structures, including the available volunteer positions.
- 3.5. The standard volunteer term is May 1st through to April 30th.
 - 3.5.1. Volunteers hired after May 1st for standard volunteer terms serve from the date of their hiring through to April 30th.
 - 3.5.2. Volunteer contracts for seasonal or term limited positions will stipulate the start and end dates for the role.
- 3.6. Volunteers are eligible to hold multiple standard positions, with the following restrictions:

- 3.6.1. A **Coordinator** may only hold one (1) additional general volunteer position.
- 3.6.2. An **Executive** may only hold two (2) additional general volunteer positions.
- 3.6.3. Volunteers are limited to hold three (3) **General** volunteer positions.
- 3.7. The Vice-President: Volunteer Operations and their Associate Vice-Presidents may grant exemptions to the restrictions on number of positions a volunteer may hold based on organizational need and in consideration of seasonal and term limited roles.

4. RECRUITMENT PROCESS

- 4.1. Available volunteer positions are posted online through a recruitment portal linked on the Students' Union website.
- 4.2. The Vice-President: Volunteer Operations and the Hiring & Recruitment Committee will lead the recruitment process and are responsible for training volunteers participating on hiring panels.
- 4.3. Students are required to complete the application process by the posted deadline and indicate the position they intend to hold.
 - 4.3.1. The Vice-President: Volunteer Operations or their Associate Vice-Presidents may grant exceptions for the submission of applications outside of set recruitment periods.
- 4.4. Students must consent to a mandatory confidential Volunteer Suitability Check, conducted by the Wilfrid Laurier University Office of Student Affairs.
 - 4.4.1. The Volunteer Suitability Check includes information from the Department of Residence, Special Constable Services, the Centre for Student Equity and Diversity, the Office of Human Rights and Conflict Management, and the Dean of Students Office.
 - 4.4.2. The volunteer role is conditional upon the completion of a successful Volunteer Suitability Check.
- 4.5. Hiring & Recruitment Committee representatives will mark all completed volunteer applications.
- 4.6. Coordinator candidates are considered based on their marked application and for those eligible, an interview.
 - 4.6.1. Coordinator interviews are conducted by a hiring panel consisting of the relevant Vice-President or Associate Vice-President and a Hiring & Recruitment Committee representative.
 - 4.6.2. Candidates will be invited to an interview based on the score of their marked application.
 - 4.6.3. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.6.4. Successful candidates will be notified within two (2) weeks unless otherwise communicated.
 - 4.6.5. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.

- 4.7. Executive volunteers are considered based on their marked application and for those eligible, an interview.
 - 4.7.1. Executive interviews are conducted by a hiring panel consisting of the committee coordinator and a Hiring & Recruitment Committee representative.
 - 4.7.2. The relevant Vice-President or Associate Vice-President will act as an alternative for the hiring panel in the event the coordinator has a conflict.
 - 4.7.3. Candidates will be invited to an interview based on the score of their marked application.
 - 4.7.4. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.7.5. Successful candidates will be notified by within two (2) weeks unless otherwise communicated.
 - 4.7.6. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.
- 4.8. General volunteer candidates are considered based on the score of their completed application, with the following exception:
 - 4.8.1. Emergency Response Team general volunteers must participate in a carousel (activity-based group exercise) interview facilitated by the Emergency Response Team Coordinator(s) and Executive Team, with support from the Hiring & Recruitment Committee.
- 4.9. Orientation “Icebreaker” volunteer candidates are considered based on the score of their completed application.
- 4.10. Brantford Orientation “Head Ice” and Executive volunteer candidates are considered based on their marked application and for those eligible, a carousel interview conducted by the Vice-President Programming & Services Brantford, the Orientation Program Facilitator Brantford, and a Hiring & Recruitment Committee Representative.
 - 4.10.1. Candidates will be invited to an interview based on the score of their marked application.
 - 4.10.2. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.10.3. Successful candidates will be notified within two (2) weeks unless otherwise communicated.
 - 4.10.4. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.
- 4.11. Waterloo Orientation “Head Ice” and Executive volunteer candidates are considered based on their marked application and for those eligible, a carousel interview conducted by the Vice-President Programming & Services Waterloo, the Associate Vice-President: Programming & Services Waterloo.
 - 4.11.1. Candidates will be invited to an interview based on the score of their marked application.
 - 4.11.2. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.11.3. Successful candidates will be notified within two (2) weeks unless otherwise communicated.

- 4.12. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.

5. FEEDBACK

- 5.1. Unsuccessful candidates may contact the Vice-President: Volunteer Operations or their Associate Vice-Presidents for feedback within fourteen (14) days of receiving notice.
 - 5.1.1. If a successful candidate alleges impropriety during the recruitment process the Vice-President: Volunteer Operations will promptly examine the circumstances and if required consult with the Wilfrid Laurier University Office of Human Rights and Conflict Management.
 - 5.1.1.1. If the alleged impropriety relates to the Vice-President: Volunteer Operations, another Vice-President or the President will take responsibility for reviewing the matter.
 - 5.1.2. The Vice-President: Volunteer Operations may provide the unsuccessful candidate with additional written feedback or an opportunity to meet to discuss the process, if circumstances merit additional follow-up.
 - 5.1.3. The Vice-President: Volunteer Operations, in consultation with the hiring panel and Hiring & Recruitment representatives, may reconsider the initial hiring decision if errors or oversights during the hiring process are discovered.

6. ACADEMIC STANDING

- 6.1. Volunteers must be registered undergraduate students progressing towards the completion of their degree and in good academic standing.
- 6.2. Students placed on academic probation are not eligible to continue in their volunteer role.
 - 6.2.1. Volunteers are required to disclose to their Coordinator that they are on academic probation.
 - 6.2.2. Students must re-apply for all volunteer roles once they are no longer on academic probation.
- 6.3. Committee Coordinators and their Executives will encourage volunteers to properly manage their time and confirm that they are not neglecting their academics in favour of their volunteer responsibilities.

7. CONFLICT OF INTEREST

- 7.1. All participants in the recruitment of volunteers are obligated to disclose any conflicts of interest that may jeopardize the process, including but not limited to:
 - 7.1.1. Familial relationship.

- 7.1.2. Intimate or romantic relationship.
- 7.1.3. Co-habitation or roommate relationship.
- 7.1.4. Financial interests.
- 7.2. A hiring panel member with a potential, apparent, or actual conflict of interest may be required to excuse themselves from the process.
 - 7.2.1. The Vice-President: Volunteer Operations may be consulted if hiring panel members are not able to reach consensus about perceived or real conflicts.
 - 7.2.2. An additional person may be added to a hiring panel to mitigate an acknowledged but unavoidable conflict.
- 7.3. If a member of the hiring process fails to properly disclose a conflict of interest, they will be subject to the Volunteer Standards and Performance Policy.
- 7.4. Any conflict of interest directly involving the Vice-President: Volunteer Operations will be dealt with according to the Students' Union's Conflict of Interest policy.

Appendix E: Employee Hiring Policy



EMPLOYEE HIRING POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: December 19, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2n – Hiring Practices – Paid Staff
 - Conflict of Interest Policy.
-

1. Purpose

- 1.1. This policy will ensure that all Students' Union paid staff hiring is fair, unbiased, and follows clear practices and procedures.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **Executive Leadership Team:** This employee group consists of the President and Chief Executive Officer, the Vice President positions, and the Associate Vice-President positions.
- 2.3. **Multi-campus portfolio:** A Students' Union employee or Executive Leadership Team member that holds multi-campus responsibilities.
- 2.4. **Volunteer:** A Wilfrid Laurier University undergraduate student who voluntarily undertakes a service for the Students' Union.

3. Jurisdiction/Scope

- 3.1. This policy applies to hiring for part-time, full-time, and Executive Leadership Team positions.

4. Employment Categories

- 4.1. Hospitality staff positions
- 4.2. SU Desk staff positions
- 4.3. Contract employment positions
- 4.4. Part-time, continuing positions
- 4.5. Full-time, continuing positions
- 4.6. Executive Leadership Team positions

5. Recruitment and Hiring Process for Hospitality Staff Positions:

- 5.1. Hospitality staff positions that are not considered full-time, continuing positions will be hired according to Hospitality Services hiring procedures.

6. Recruitment and Hiring Process for Students' Union Desk staff positions:

- 6.1. SU Desk positions will be hired according to the SU Desk hiring procedures.

7. Recruitment Process for Contract, Part-Time, and Full-Time positions:

- 7.1. Position proposals, prepared in consultation with Human Resources, must be approved by the President & Chief Executive Officer and Executive Director.
 - 7.1.1. The proposal must include a salary grid position.
 - 7.1.2. The proposal must include whether the position is permanent or on a contract basis.
 - 7.1.2.1. Contract position proposals must include the intended duration of the contract and renewal provisions, if applicable.
- 7.2. A job description must be created or updated prior to any job posting.
 - 7.2.1. Job descriptions must include compensation, including the salary grid when applicable, and must be approved by the President & Chief Executive Officer and Executive Director.
- 7.3. Approved jobs will be posted for a minimum of two (2) weeks.
 - 7.3.1. Select exemptions may be approved by the Board of Directors.
 - 7.3.2. Job postings must include the required skills outlined in the job description.
 - 7.3.3. Jobs will be posted to the Students' Union website and any other job posting web sites at the discretion of the hiring supervisor in consultation with Human Resources.

8. Application Vetting for Contract, Part-Time, and Full-Time positions:

- 8.1. Applications will only be vetted if they were received by the submission deadline.
- 8.2. Applicants will only be considered for the interview process if they meet the minimum job requirements outlined in the job posting.
- 8.3. The hiring supervisor in consultation with Human Resources will determine the pool of applicants moving onto the interview process.

9. Hiring Panels for Contract, Part-Time, and Full-Time positions:

- 9.1. The size of the hiring panel will be dependent on whether the job is contract, part-time, or full-time, and its location on the salary grid.
 - 9.1.1. The hiring panel for the role of Executive Director will be determined by the Board of Directors and President & Chief Executive Officer in consultation with Human Resources.
- 9.2. All hiring panels must include Executive Leadership Team representation.
- 9.3. The hiring supervisor, the most relevant Executive Leadership Team member, and a Human Resources representative will finalize the membership of the hiring panel.
- 9.4. All hiring panels must act in accordance with the Students' Union's Conflict of Interest Policy.
- 9.5. All hiring panels must ensure reasonable steps are taken to address confidentiality.

10. Interview Process for Contract, Part-Time, and Full-Time positions:

- 10.1. The interview process may consist of the following components:
 - 10.1.1. A one-way video interview where the candidate answers pre-recorded questions.
 - 10.1.2. A panel interview.
 - 10.1.3. A second-round interview.
- 10.2. The hiring supervisor in consultation with Human Resources will determine which hiring process components are required for each job posting.
 - 10.2.1. Applicants should be informed that only selected candidates will be advanced to certain interview stages.

One-Way Interviews

- 10.3. One-way interview questions must be reviewed by Human Resources in advance and remain consistent for all applicants.
- 10.4. All question response time allotments for one-way video must be consistent for all applicants.
- 10.5. The hiring supervisor or a Human Resources representative will record the one-way interview questions.
- 10.6. A Human Resources representative will contact the applicants eligible for a one-way interview and provide them with instructions to complete that process, including a deadline.
- 10.7. The hiring panel will review and mark all one-way interview submissions.
- 10.8. The hiring panel will determine the marking threshold that will qualify applicants for a panel interview.

Panel Interviews

- 10.9. Panel interview questions must be reviewed by Human Resources in advance and remain consistent for all applicants.
- 10.10. A Human Resources representative will contact the applicants eligible for panel interviews.
- 10.11. Panel interviews may be held in-person or virtually.
- 10.12. The hiring panel will debrief each interview and evaluate the applicant's answers based on their ability to fulfil the job description.

Second-Round Interviews

- 10.13. At the discretion of the hiring supervisor and Human Resources, second-round interviews should be conducted in-person.
- 10.14. Qualifying employment category hiring processes may provide compensation for candidates to attend an in-person second-round interview.
 - 10.14.1. The President and Chief Executive Officer and Executive Director must approve in advance any compensation for second-round interviews.

11. Hiring Decisions for Contract, Part-Time, and Full-Time positions:

- 11.1. Hiring decisions must be made in accordance with the Students' Union's Conflict of Interest Policy.
- 11.2. Hiring decisions should be made by a consensus of the hiring panel.
 - 11.2.1. In the event a consensus is not reached following the panel interview stage, select applicants may be invited back for a second-round interview.
- 11.3. The hiring supervisor may make a hiring decision without the consensus of the hiring panel only after second-round interviews are conducted and with the prior approval of the President & Chief Executive Officer and Executive Director, in consultation with Human Resources.
- 11.4. A Human Resources Representative will contact the successful applicant with an offer of employment and commence the contract negotiation process.
 - 11.4.1. Unsuccessful applicants will be notified after the successful candidate has accepted their offer of employment and the contract negotiation process is complete.

12. Recruitment Process for Executive Leadership Team positions:

- 12.1. Positions and associated job descriptions, prepared by or in consultation with the Vice President: Volunteer Operations, must be approved by the President & Chief Executive Officer.
 - 12.1.1. Job descriptions must include compensation and must be approved by the President & Chief Executive Officer and the Executive Director.
- 12.2. Approved jobs will be posted for a minimum of one (1) month.
 - 12.2.1. Select exemptions may be approved by the President & Chief Executive Officer for roles that are being posted during the year for which they will be appointed.
 - 12.2.2. Job postings must include the required skills outlined in the job description.
 - 12.2.3. Jobs will be posted to the Students' Union website and any other job posting web sites at the discretion of the hiring supervisor in consultation with the Vice President: Volunteer Operations and Human Resources.
- 12.3. Applicants to Vice President positions must be registered in an undergraduate program at Wilfrid Laurier University for at least 0.5 credits (or on a cooperative education work term) during the Winter academic term of the year they apply.
 - 12.3.1. Exceptions may be granted in advance by the President and Chief Executive Officer.
- 12.4. Applicants to Associate Vice President positions must be registered in an undergraduate program at Wilfrid Laurier University for at least 0.5 credits for the Fall and Winter terms of their contract.
 - 12.4.1. Exceptions may be granted in advance by the President and Chief Executive Officer.

13. Application Vetting for Executive Leadership Team positions:

- 13.1. Applications will only be vetted if they were received by the submission deadline.
- 13.2. Applicants will only be considered for the interview process if they meet the minimum job requirements outlined in the job posting.
- 13.3. The following process will be followed for Vice President roles:
 - 13.3.1. The applicable Vice President and Operations Group member(s) will review and score applications as instructed by the Vice President: Volunteer Operations, in conjunction with

Human Resources.

- 13.3.2. The President & Chief Executive Officer and President-Elect in consultation with the Vice President: Volunteer Operations will determine the pool of applicants moving onto the interview process.
- 13.4. The following process will be followed for other Executive Leadership positions:
 - 13.4.1. The applicable Vice President and the Vice President: Volunteer Operations (or designate) will review and score applications as instructed by the Vice President: Volunteer Operations, in conjunction with Human Resources
 - 13.4.2. The applicable current and incoming Vice Presidents in consultation with the Vice President: Volunteer Operations will determine the pool of applicants moving onto the interview process.

14. Hiring Panels for Executive Leadership Team positions:

- 14.1. All hiring panels must act in accordance with the Students' Union's Conflict of Interest Policy.
- 14.2. All hiring panels must ensure reasonable steps are taken to address confidentiality.
- 14.3. For Vice President roles, the hiring panel will consist of:
 - 14.3.1. The President-Elect (Hiring Supervisor).
 - 14.3.2. The President & Chief Executive Officer.
 - 14.3.3. The current Vice President in the role for which the panel is hiring (for the panel interview stage only).
 - 14.3.4. The Vice President: Volunteer Operations.
- 14.4. For Associate Vice President positions, the hiring panel will consist of:
 - 14.4.1. The incoming Vice President for the department (Hiring Supervisor).
 - 14.4.2. The current Vice President for the department.
 - 14.4.3. The Vice President: Volunteer Operations.
- 14.5. An applicable Operations Group member may be substituted for a current Vice President if deemed necessary due to a conflict of interest or other circumstances, at the discretion of the hiring supervisor and the Vice President: Volunteer Operations.
- 14.6. Any other changes to the composition of a hiring panel must be reviewed and approved by the President & Chief Executive Officer, the Vice President: Volunteer Operations, and Human Resources.
 - 14.6.1. Should the President & Chief Executive Officer need to be removed from a panel, the Executive Director should be consulted in place of the President.
- 14.7. If an Executive Leadership position must be hired for at a time where there is no President-Elect or incoming Vice President, the panel may be augmented by an applicable Operations Group member, or other staff member as approved by the Vice President: Volunteer Operations.

15. Interview Process for Executive Leadership Team positions:

- 15.1. The interview process will consist of the following components:
 - 15.1.1. A one-way video interview where the candidate answers pre-recorded questions.
 - 15.1.2. A panel interview.
- 15.2. Any deviation from this process, or additional components, must be approved by the President

& Chief Executive Officer and the Vice President: Volunteer Operations.

One-Way Interviews

- 15.3. One-way interview questions must be reviewed by the Vice President: Volunteer Operations in advance and remain consistent for all applicants.
- 15.4. All question response time allotments for one-way video must be consistent for all applicants.
- 15.5. The Vice President: Volunteer Operations will record the one-way interview questions.
- 15.6. The Vice President: Volunteer Operations will contact the applicants eligible for a one-way interview and provide them with instructions to complete that process, including a deadline.
 - 15.6.1. All applicants who meet the minimum requirements of the role will be contacted to complete a one-way interview, however based on the results of the application vetting process, not all one-way interviews will be reviewed by the hiring panel.
- 15.7. The hiring panel will review and mark all one-way interview submissions for applicants that pass the application vetting process.
- 15.8. The hiring panel will determine the marking threshold that will qualify applicants for a panel interview.

Panel Interviews

- 15.9. Panel interview questions must be reviewed by the Vice President: Volunteer Operations in conjunction with Human Resources in advance and remain consistent for all applicants.
- 15.10. The Vice President: Volunteer Operations will contact the applicants eligible for panel interviews.
- 15.11. Panel interviews may be held in-person or virtually, at the discretion of the President-Elect, with consultation from the Vice President: Volunteer Operations.
 - 15.11.1. The mode of interview must be consistent for all applicants, unless otherwise approved by the Vice President: Volunteer Operations and Human Resources.
 - 15.11.2. If there is no President-Elect, this decision is made at the discretion of the President & Chief Executive Officer.
- 15.12. The hiring panel will debrief each interview and evaluate the applicant's answers based on their ability to fulfil the job description.

16. Hiring Decisions for Executive Leadership Team positions:

- 16.1. Hiring decisions must be made in accordance with the Students' Union's Conflict of Interest Policy.
- 16.2. Hiring decisions should be made by a consensus of the hiring panel.
 - 16.2.1. In the event a consensus is not reached following the panel interview stage, the hiring supervisor may make a hiring decision without the consensus of the hiring panel only after consulting with Human Resources.
 - 16.2.1.1. The President-Elect and President & Chief Executive Officer must also be consulted for any positions for which they do not serve on the hiring panel.
- 16.3. The hiring supervisor will contact the successful applicant with an offer of employment, once approved to do so by the Vice President: Volunteer Operations.

16.3.1. Unsuccessful applicants will be notified after the successful candidate has accepted their offer of employment.

Appendix F: Accessibility Statement on the Students' Union Website

Statement of Accessibility Commitment

The Wilfrid Laurier University Students' Union is committed to achieving barrier free accessibility for our visitors, customers, members and employees. We are dedicated to accessibility within our recruitment, hiring and employment processes and therefore offer accommodations throughout. Please contact Kelly Lee, Director Member Services, if you require accommodations for any of our employment opportunities by email klee@wlu.ca

Available at: <https://www.yourstudentsunion.ca/workwithus>

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2j – Hiring Practices – Unpaid Staff

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is fluid and cursive, with a large initial "B" and a long, sweeping tail.

Ben Jesseau

President & Chief Executive Officer

Date completed: December 20th, 2024

SECTION – EL #2j, 1

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**up-to-date**” as regularly reviewed.

I interpret “**special circumstances**” as specifically unique situations, which vary on a case-to-case basis as per circumstances and allow making exceptions from policy.

I interpret “**readily available**” as accessible by all interested parties inquiring for information and being provided in an accessible format compliant with AODA, as requested by a person(s).

I interpret “**easily understood**” as not making it complex or difficult to understand for staff and applicants and that it can be explained in a concise manner while articulating the content of the message.

I interpret “**accurately describe**” as specifically outlining unique circumstances

I interpret “**well-defined and widely recognized practice**” as a policies and procedures comparable to organizations within the sector.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Hiring policies and procedures are reviewed at least once every 12 months, and are updated as necessary.

SECTION – EL #2j, 1

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

- There is a clearly outlined “special circumstances” section in the Students’ Union’s hiring procedures that describes when it is viable to deviate from policy and make an exception.
- Potential applicants can access the hiring procedures without barriers and should any questions arise, Students’ Union staff within the hiring procedure will be able to answer them.
- There are clearly outlined expectations of situations where potential applicants will not be considered for a position in the hiring procedures.
- The hiring policies that are used are fair and equitable and allow opportunities for all undergraduate students;
- The unpaid staff hiring policies are similar to other student organizations in Ontario.

EVIDENCE

1. Volunteer Recruitment Procedures (Appendix A)
2. Potential applicants can reach out to the SU-Desk staff, via email or in person, during their operating hours.
3. Contact information for the VP: Volunteer Operations and AVPs: Volunteer Operations are available on the website and can be contacted by any student who has a question about unpaid staff hiring.
4. Queen’s AMS Hiring Policy, as a comparison to our Volunteer Recruitment Procedures (Appendix B)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 2

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**protection**” as preventative measures taken proactively to avoid negative outcomes and/or damage.

I interpret “**improper access to public candidate information**” as data relating back to specific individuals and applicants which is confidential and private in nature and acquired through the hiring process. This means limiting who can acquire such knowledge and limit it to only those who are relevant to access it for hiring.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There are specific procedures for accepting, storing and recording any personal information from applicants that prevent access from the public.
- Hiring information is available only to those who require access within the organization including Hiring and Recruitment volunteers, Volunteer Operations staff, Human Resources, employees in the Finance and Administration department, and Senior Leadership as needed.

SECTION – EL #2j, 2

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

EVIDENCE

1. Unpaid Staff Interview Script (Appendix C)
 - a. Script that is read by Hiring and Recruitment representation before each interview.
2. Online Personnel Info
 - a. All online information is password protected with access monitored and granted by the VP: Volunteer Operations.
3. Volunteer Recruitment Procedures (Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 3

Hiring Practices – Unpaid Staff

EL #2j

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**unnecessarily complex or restrictive**” as overtly confusing, difficult to understand and not within the scope of the position being applied to.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

1. Volunteer Recruitment Procedures (Appendix A)
 - a. Procedures are outlined for each type and level of volunteer position offered by the Students’ Union.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 4

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret the above statement as articulated.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

- a. Volunteer Operations staff have records of previous performance appraisals for volunteers, as well as documentation of any conduct procedures.
- b. The Vice President: Volunteer Operations is given the authority to designate a “do not rehire” designation for significant conduct or performance concerns, in coordination with the supervising Vice President.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 5

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**providing access**” as ensuring personalized feedback is available to applications with further details including positive and constructive feedback at the request of the applicant.

I interpret “**operationally feasible**” as feedback within reason given the volume for certain positions

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Applicants are explained the feedback process (and how to request such feedback) during their interview or applicable procedure.
- Applicants are given feedback relative to their hiring experience, and the VP: Volunteer Operations and/or the AVP: Volunteer Operations make themselves available should the applicant want more information.

EVIDENCE

1. Feedback process are outlines in our Volunteer Recruitment Procedures (Appendix A)
2. Unpaid staff interview preamble (Appendix C)
 - a. This script is read at the start of all unpaid staff interviews. It outlines how and where concerns can be addressed.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 6

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**unaware**” as an applicant’s lack of owed knowledge regarding the aforementioned policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

1. Processes and procedures are identified in communication to applicants.
2. Volunteer Recruitment Procedures (Appendix A)
3. Unpaid staff interview preamble (Appendix C)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 7

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**be heard**” as an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Applicants have an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy
- These avenue(s)/communication medium(s) are accessible

EVIDENCE

1. The VP: Volunteer Operations and AVPs: Volunteer Operations email addresses are easily located under the Executive Leadership contact page, as well as that of the President & CEO.
2. Volunteer Recruitment Procedures (Appendix A)
3. Safe Disclosure Policy (Appendix D)

I report this section as **COMPLIANT**.



**VOLUNTEER RECRUITMENT
PROCEDURES**

Approving Authority: President & Chief Executive Officer

Original Approval Date: November 5, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents: Volunteer Standards and Performance Policy;
Conflict of Interest Policy.

1. PURPOSE

The following procedures outline how Wilfrid Laurier University undergraduate students can volunteer with the Students' Union.

2. VOLUNTEER CATEGORIES

- 2.1. Volunteer positions with the Students' Union are organized into the following categories:
 - 2.1.1. **Coordinator** – Provides financial, operational, and volunteer management support for a committee to the departmental Vice-President and Associate Vice-Presidents.
 - 2.1.2. **Executive** – Supports the Coordinator and works collaboratively with general volunteers to promote events, operate services, and facilitate committee initiatives.
 - 2.1.3. **Team Lead** – Holds additional responsibilities beyond that of a general volunteer, and as identified by role.
 - 2.1.4. **General** – Assist in the facilitation of committee events, initiatives, programming, and outreach.

3. VOLUNTEER POSITIONS

- 3.1. In consultation with the Vice-President: Volunteer Operations, the relevant departmental Vice-President, Associate Vice-President, or Coordinator will determine the number of available volunteer positions.
- 3.2. The Vice-President: Volunteer Operations will hold a detailed list of all active volunteer positions, including volunteer categories.
 - 3.2.1. The Hiring and Recruitment Coordinators will work in conjunction with the Vice-President: Volunteer Operations and their Associate Vice-Presidents to monitor open volunteer positions as they become available.
- 3.3. The decision to limit volunteer positions by suspending or eliminating an entire committee can only be made by the President and their Executive Leadership Team in consultation with the Executive Director.
- 3.4. The Vice-President: Volunteer Operations or their Associate Vice-Presidents will approve committee structures, including the available volunteer positions.
- 3.5. The standard volunteer term is May 1st through to April 30th.
 - 3.5.1. Volunteers hired after May 1st for standard volunteer terms serve from the date of their hiring through to April 30th.
 - 3.5.2. Volunteer contracts for seasonal or term limited positions will stipulate the start and end dates for the role.
- 3.6. Volunteers are eligible to hold multiple standard positions, with the following restrictions:

- 3.6.1. A **Coordinator** may only hold one (1) additional general volunteer position.
- 3.6.2. An **Executive** may only hold two (2) additional general volunteer positions.
- 3.6.3. Volunteers are limited to hold three (3) **General** volunteer positions.
- 3.7. The Vice-President: Volunteer Operations and their Associate Vice-Presidents may grant exemptions to the restrictions on number of positions a volunteer may hold based on organizational need and in consideration of seasonal and term limited roles.

4. RECRUITMENT PROCESS

- 4.1. Available volunteer positions are posted online through a recruitment portal linked on the Students' Union website.
- 4.2. The Vice-President: Volunteer Operations and the Hiring & Recruitment Committee will lead the recruitment process and are responsible for training volunteers participating on hiring panels.
- 4.3. Students are required to complete the application process by the posted deadline and indicate the position they intend to hold.
 - 4.3.1. The Vice-President: Volunteer Operations or their Associate Vice-Presidents may grant exceptions for the submission of applications outside of set recruitment periods.
- 4.4. Students must consent to a mandatory confidential Volunteer Suitability Check, conducted by the Wilfrid Laurier University Office of Student Affairs.
 - 4.4.1. The Volunteer Suitability Check includes information from the Department of Residence, Special Constable Services, the Centre for Student Equity and Diversity, the Office of Human Rights and Conflict Management, and the Dean of Students Office.
 - 4.4.2. The volunteer role is conditional upon the completion of a successful Volunteer Suitability Check.
- 4.5. Hiring & Recruitment Committee representatives will mark all completed volunteer applications.
- 4.6. Coordinator candidates are considered based on their marked application and for those eligible, an interview.
 - 4.6.1. Coordinator interviews are conducted by a hiring panel consisting of the relevant Vice-President or Associate Vice-President and a Hiring & Recruitment Committee representative.
 - 4.6.2. Candidates will be invited to an interview based on the score of their marked application.
 - 4.6.3. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.6.4. Successful candidates will be notified within two (2) weeks unless otherwise communicated.
 - 4.6.5. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.

- 4.7. Executive volunteers are considered based on their marked application and for those eligible, an interview.
 - 4.7.1. Executive interviews are conducted by a hiring panel consisting of the committee coordinator and a Hiring & Recruitment Committee representative.
 - 4.7.2. The relevant Vice-President or Associate Vice-President will act as an alternative for the hiring panel in the event the coordinator has a conflict.
 - 4.7.3. Candidates will be invited to an interview based on the score of their marked application.
 - 4.7.4. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.7.5. Successful candidates will be notified by within two (2) weeks unless otherwise communicated.
 - 4.7.6. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.
- 4.8. General volunteer candidates are considered based on the score of their completed application, with the following exception:
 - 4.8.1. Emergency Response Team general volunteers must participate in a carousel (activity-based group exercise) interview facilitated by the Emergency Response Team Coordinator(s) and Executive Team, with support from the Hiring & Recruitment Committee.
- 4.9. Orientation “Icebreaker” volunteer candidates are considered based on the score of their completed application.
- 4.10. Brantford Orientation “Head Ice” and Executive volunteer candidates are considered based on their marked application and for those eligible, a carousel interview conducted by the Vice-President Programming & Services Brantford, the Orientation Program Facilitator Brantford, and a Hiring & Recruitment Committee Representative.
 - 4.10.1. Candidates will be invited to an interview based on the score of their marked application.
 - 4.10.2. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.10.3. Successful candidates will be notified within two (2) weeks unless otherwise communicated.
 - 4.10.4. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.
- 4.11. Waterloo Orientation “Head Ice” and Executive volunteer candidates are considered based on their marked application and for those eligible, a carousel interview conducted by the Vice-President Programming & Services Waterloo, the Associate Vice-President: Programming & Services Waterloo.
 - 4.11.1. Candidates will be invited to an interview based on the score of their marked application.
 - 4.11.2. Candidates invited to an interview will be notified within two (2) weeks unless otherwise communicated.
 - 4.11.3. Successful candidates will be notified within two (2) weeks unless otherwise communicated.

- 4.12. Unsuccessful candidates will be notified within three (3) weeks unless otherwise communicated.

5. FEEDBACK

- 5.1. Unsuccessful candidates may contact the Vice-President: Volunteer Operations or their Associate Vice-Presidents for feedback within fourteen (14) days of receiving notice.
 - 5.1.1. If a successful candidate alleges impropriety during the recruitment process the Vice-President: Volunteer Operations will promptly examine the circumstances and if required consult with the Wilfrid Laurier University Office of Human Rights and Conflict Management.
 - 5.1.1.1. If the alleged impropriety relates to the Vice-President: Volunteer Operations, another Vice-President or the President will take responsibility for reviewing the matter.
 - 5.1.2. The Vice-President: Volunteer Operations may provide the unsuccessful candidate with additional written feedback or an opportunity to meet to discuss the process, if circumstances merit additional follow-up.
 - 5.1.3. The Vice-President: Volunteer Operations, in consultation with the hiring panel and Hiring & Recruitment representatives, may reconsider the initial hiring decision if errors or oversights during the hiring process are discovered.

6. ACADEMIC STANDING

- 6.1. Volunteers must be registered undergraduate students progressing towards the completion of their degree and in good academic standing.
- 6.2. Students placed on academic probation are not eligible to continue in their volunteer role.
 - 6.2.1. Volunteers are required to disclose to their Coordinator that they are on academic probation.
 - 6.2.2. Students must re-apply for all volunteer roles once they are no longer on academic probation.
- 6.3. Committee Coordinators and their Executives will encourage volunteers to properly manage their time and confirm that they are not neglecting their academics in favour of their volunteer responsibilities.

7. CONFLICT OF INTEREST

- 7.1. All participants in the recruitment of volunteers are obligated to disclose any conflicts of interest that may jeopardize the process, including but not limited to:
 - 7.1.1. Familial relationship.

- 7.1.2. Intimate or romantic relationship.
- 7.1.3. Co-habitation or roommate relationship.
- 7.1.4. Financial interests.
- 7.2. A hiring panel member with a potential, apparent, or actual conflict of interest may be required to excuse themselves from the process.
 - 7.2.1. The Vice-President: Volunteer Operations may be consulted if hiring panel members are not able to reach consensus about perceived or real conflicts.
 - 7.2.2. An additional person may be added to a hiring panel to mitigate an acknowledged but unavoidable conflict.
- 7.3. If a member of the hiring process fails to properly disclose a conflict of interest, they will be subject to the Volunteer Standards and Performance Policy.
- 7.4. Any conflict of interest directly involving the Vice-President: Volunteer Operations will be dealt with according to the Students' Union's Conflict of Interest policy.

Hiring and Appointment Policy and Procedures Manual

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY

Responsibility	Human Resources Office
Approved by	Board of Directors
Date initially approved	February 26, 1998
Date last revised/approved	March 27, 2024



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Purpose and Scope of this Policy

This Policy is intended to apply to all positions offered by the Alma Mater Society of Queen's University (AMS), including but not limited to, full-time and part-time paid positions either hourly waged, salaried, or commissioned, as well as volunteers. The purpose of this Policy is to be a proactive measure in ensuring equitable and fair hiring throughout the AMS. It is necessary for providing hiring panels and applicants with a consistent and accessible document for reference throughout each hiring period.

Terminology and Definitions

"Assistant Managerial Staff" refers to all other managerial staff in the Services, Offices, and Commissions who are not a part of Senior Management.

"Corporate Caucus" refers to employees and volunteers that work in the AMS services under the Vice President (Operations).

"Direct Supervisor" refers to the specific Director, Commissioner, Head Manager, or member of the Executive who directly oversees the employee.

"Executive" refers to the person or persons who have been elected as the President, Vice President (Operations), and Vice President (University Affairs).

"Executive-Elect" refers to the person or persons who have been elected as the President, Vice-President (Operations), and Vice-President (University Affairs) for the next academic session.

"Full-time" refers to a position that works thirty (30) or more hours per week.

"Government Caucus" refers to employees and volunteers that work in the AMS offices and commissions under the President and the Vice President (University Affairs).

"General waged staff" refers to hourly-waged staff who work for the AMS outside of the major services.

"Major Service" refers to any corporate service under the portfolio of the Vice President (Operations) including Queen's StuCons, The Queen's Pub, Common Ground Coffeehouse, Walkhome, Studio Q, *The Queen's Journal*, Tricolour Outlet, the Printing and Copy Centre, the AMS Food Bank, and the Peer Support Centre.

"Part-time" refers to a position that works less than thirty (30) hours per week.

"Permanent Staff" refers to the person or persons who are full-time salaried and permanent staff of the AMS.

“Preferences” refers to a list of alternate AMS roles provided by an applicant to support placement if unsuccessful in their initial application. A preference does not denote a commitment on behalf of the AMS to any position; it is purely an expression of interest.

“Rehire” refers to an hourly-waged staff who held an hourly-waged position in the previous academic year and has been selected to hold the same hourly-waged position in the current academic year.

“Senior Management” collectively refers to the Executive, Commissioners, Directors, and Head Managers at the Major Services.

“Service Staff” refers to an hourly-waged staff at a Major Service that does not act in a supervisory capacity.

“SGPS” refers to the Society of Graduate and Professional Students at Queen's University. These students do not pay into the majority of AMS fees, excluding them from some hiring processes.

“Supervisor” refers to an hourly-waged staff who acts in the capacity of a Manager when required, while reporting to the department’s managerial team.

Policy Statement

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, gender identity, gender expression, age, record of offences, marital status, family status or disability.

While our intention is to always follow the policies and procedures of the AMS, unexpected circumstances can and will present themselves from time to time, and where left being unresolved poses a threat or risk to the organization action must be taken.

In a case where we have exhausted all available possibilities to fill a position, exceptions can be made, provided it aligns with the federal and provincial guidelines, for the AMS to develop an appropriate resolution, outside of organizational policies and procedures. Management must seek consultation with the acting executive and human resources officer, both parties must come to an agreement before taking any action.

Roles and Responsibilities

All applicants to AMS positions and individuals conducting interviews for AMS positions are responsible for understanding their rights and obligations as outlined by this Policy.

All hiring panels have an obligation to be familiar with this Policy, act in the spirit of the Policy, and comply with their responsibilities as outlined in the Policy.

The Human Resources Office has a responsibility to support this Policy and actively promote compliance to the Policy.

The Human Resources Office shall be responsible for making applicants and hiring panels aware of this document and informing them how to access it at any time.

Policy and Program

Section 1: Guiding Principles

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

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

1.3 The AMS shall seek to offer opportunities to as many 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 AMS experience than previous or current AMS employees.

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

Section 2: Eligibility

2.1 To be eligible for an AMS position, all prospective employees and volunteers shall:

- a) Be an AMS Member at the time of applying and for the duration of their position.
- b) Be in good academic standing as defined by their program.
- c) Be enrolled in a minimum of 18.0 units per academic year (September 1 – April 30).
- d) Be legally able to work in Canada.

2.2 An exception to 2.1 is provided for students seeking full-time managerial positions in the AMS; students must be enrolled in a minimum of 3.0 units in each of the fall and winter semesters they would hold the position. This allowance for full-time managerial employees to fall below the full-time student threshold reflects consideration of the exceptional workload and responsibility associated with these positions.

2.2.1 An exception to 2.1 (c) is provided for applicants to a position who are currently enrolled in an Internship and thus not completing the minimum course load requirement. This is only applicable during the application period, and the student must meet the 60% threshold by the first day of their term, should they be the successful candidate.

2.2.2 Students who wish to be considered for a full-time managerial position are expected to be enrolled in a maximum of 3 courses (9.0 units) in each of the fall and winter terms. Should they wish to enrol in more than that maximum, an accommodation plan (see Appendix Four) must be put in place with input from all three executive members, the

Human Resources Officer, and the GM (if a Director or Commissioner) or the Operations Officer (if a Head Manager).

- a) This plan must be written, signed by the applicant and direct report, and communicated to all stakeholders to ensure the success of the role.
- b) It is the responsibility of the direct report to submit the written plan to the applicant before their contract is signed.

2.3 All students who wish to be an employee or volunteer receiving honorarium must have a valid social insurance number at the time they are applying for a position and for the duration of their involvement in the AMS with respect to that position.

2.4 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 Queen's University, as AMS members, in the ensuing academic year.

2.5 Students who have worked in the service for the previous year but are not returning AMS members may be eligible to be hired to work during the summer months for a limited part-time work contract if a service is impeded from fully functioning due to a lack of available staff and where additional staff are deemed necessary. In order to become eligible for this employment exemption, the individual must obtain a written letter of exemption from the Executive. This letter must be kept in the employee's staff file.

- a) Individuals who have been terminated from the AMS for disciplinary reasons within the last year or have received seven (7) or more demerits during their employment in the given service, shall not be eligible for exemption.
- b) Individuals who applied for rehire and were not rehired shall not be eligible for exemption.

2.6 AMS managerial staff may be permitted to also work part-time at an AMS service during summer months only if all other options set out in Policy have been explored, and the service still requires additional staff on a temporary basis. Managerial staff who are granted this exemption to work outside their portfolio shall not exceed 44 hours of work per week, without written permission from the Executive.

2.7 The eligibility requirements for general 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 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 requirements for Service Staff at Walkhome and the Student Life Centre may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees, including the service-specific fee, at the time of applying and throughout the period of their appointment.

2.8.1 Walkhome is to reserve 15% of their staff positions for SGPS members who have fulfilled these eligibility requirements. If for reasons beyond the service's control this requirement cannot be met, the Walkhome Head Manager will consult the Vice President (Operations).

2.9 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 1st start date and shall include, but not be limited to, participation on hiring panels 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 these job requirements shall be deemed ineligible.

2.10 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.

2.11 Generally, no student shall hold more than one remunerated position within the AMS and, 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.

2.12 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. It is the student's responsibility to ensure that they are not holding a staff position while receiving

an honorarium exceeding \$1000. Failure to comply may result in termination from either or both positions.

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

Section 3: Eligibility of Previous Employees

3.1 A student who has been an Assistant Manager of a corporate service is eligible to become the Head Manager of that same service.

3.2 A student who has been a Head or an Assistant Manager at a corporate service shall be eligible to serve as a Head or Assistant Manager of a different corporate service.

3.3 Unless circumstances warrant otherwise, positions in leadership are expected remain in the same position for no more than one (1) year. These include Supervisors, Assistant Managers, and Senior Managers. In general, these employees must:

- a) Move upwards in the service, office, or commission they currently work in;
- b) Move to another service, office, or commission whether downwards, upwards, or across.

3.4 . No employee or volunteer will be able to volunteer with or be employed in a position for which they were responsible for supervising in the past.

3.5 Exceptions to the above restrictions may be made by the Human Resources Office and the supervising Executive member in the event that the hiring panel decides that none of the other applicants are in any way capable of satisfying the job description, or there is some other extraordinary circumstance.

3.6 No member of the Human Resources team may be able to manage an application for a position in which they intend to apply.

3.7 Members of the Executive shall not be eligible to apply for salaried, waged, or volunteer positions in the year in which they hold or have held an Executive position. The Board of Directors/Assembly shall have the right to waive the restriction on eligibility for a volunteer position should they determine circumstances so warrant.

3.8 A student who has been previously 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.

3.9 A student who has been previously 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.

Section 4: Work Study Applicants

4.1 Students accepted into the Work Study Program shall be eligible to apply for AMS waged and salaried positions. They shall be permitted to apply in both spring and fall hiring periods but will not bypass any pre-selection process.

4.2 The AMS shall honour the requirements of the Work Study Program, including those of wages and termination protocol.

4.3 If a student receives a Work Study entitlement after they have worked shifts as part of their current Employment Contract, their wage shall be adjusted accordingly for the full work period they are entitled. 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.

4.4 It shall be the responsibility of the student to inform their direct supervisor of their acceptance into the Work Study Program within the academic year it applies. The student shall monitor their remuneration to ensure they are receiving the accurate pay rate.

4.5 The AMS requires a copy of the executed Work Study contract issued by Queen's Student Affairs to prove receipt of entitlement and execution of contract by the AMS. This documentation will be stored in the employee's staff file.

4.6 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.

4.7 Students shall sign both a Work Study contract and an AMS Employment Contract. It is the responsibility of the student to ensure they have signed both contracts.

Section 5: Job Descriptions

5.1 Prior to the election of the new AMS Executive each year, the Human Resources Office shall ensure that all job descriptions are current, appropriate, and complete.

5.2 An official set of job descriptions shall be maintained by the Human Resources Office. The Human Resource Office shall ensure that a current set of job descriptions is available on the AMS application system during the recruitment and hiring process.

Section 6: Recruitment

6.1 All positions shall be suitably advertised, one week in advance to the deadline of its first posting. In particular, the Human Resources Office will be responsible for ensuring that positions are well-publicized to those whose membership is traditionally underrepresented in the AMS.

6.2 All AMS managerial staff shall support and participate in recruitment efforts as determined by the Human Resources Office and the Executive.

6.3 The Human Resources Office shall have responsibility for establishing the final fall/spring hiring schedules.

Section 7: Applicants and Applications

7.1 The application page shall contain the following information:

- a) Statement that AMS is an equal opportunity employer;
- b) General eligibility requirements and information on how to access the full list of requirements;
- c) Statement that hiring will be done in accordance with the Hiring and Appointment Policy and Program;
- d) The job description;
- e) Uploading mechanism for supporting materials (i.e., cover letter, resumé, portfolio, etc.) where applicable;
- f) Space to request accommodations;
- g) Names, positions, relationship to the applicant and contact information of references, where appropriate, and affirmation the applicant has notified references that they may be contacted;
- h) List of suggested relevant contacts for applicants to inquire about the position;
- i) Due date and time for submission of application;
- j) Information on the interview posting, including dates when interviews will be held; and,
- k) Statement that an incomplete application package constitutes a basis for rejection of the applicant.

7.2 The exact same set of approved questions shall be used for **all** AMS positions of the same level. In order to enhance accessibility, recruitment, and to be consistent with the principle of AMS experience not being a prerequisite for AMS positions, the questions

shall be broad in nature and largely designed to elicit responses regarding desired qualities, attributes, motivation, and character.

7.3 Until given the opportunity for an interview, all initial applications shall be seen on the online application system by the respective hiring panel

7.4 All applications shall be scored on online application system

7.5 For rehire applicants refer to section 16.

7.6 Each service management team shall submit to the Human Resources Office a list of rehire applicants in order of preference.

Section 8: Pre-Interview Notice for Applicants

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

8.2 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 panel shall acquire written or verbal confirmation from applicants regarding their interview times. This shall be noted on the application page.

8.3 Should an applicant miss their initial scheduled interview without notice, the hiring panel reserves the right to not reinterview the applicant.

Section 9: Waged Staff and Volunteer Pre-Selection

9.1 Applications are evaluated on the basis of qualities, attributes, motivations, and character required for the position in which the applicant is applying. The Talent Acquisition Manager verifies applicants' eligibility for the position to ensure applicant meets the predetermined criteria.

9.2 After scoring eligible applicants' responses to application questions with predetermined criteria on the online application system, hiring panels shall make every effort to have a maximum of a 3:1 ratio of eligible applicants taken to an interview to the number of positions available, subject to the approval of the Human Resources Office.

9.2.2 In the event that there are ties in scores on the online application system between eligible applicants, every effort shall be made to take the higher ratio of eligible applicants to an interview.

9.3 For any waged staff, committee member, or general volunteer positions, where the total number of interviews would exceed 200, the Department Head shall have the authority, subject to the approval of the Human Resources Office, to reduce the number of applicants to receive interviews to 200 via one of the following two methods:

- a) The number of applicants to receive interviews may be reduced based on an evaluation of the applicants' written responses to the questions that appear on the online application system.
- b) The number of applicants to receive interviews may be reduced through a lottery. The logistics of the lottery shall be determined by the Human Resources Office, which is responsible for administering the lottery. Up to 20% of total eligible applicants may be removed from the lottery process if their applications are determined to be insufficient in satisfying the hiring panel's pre-determined criteria.

Section 10: Hiring Panels

10.1 The Executive-elect and all members of AMS hiring panels shall participate in a Hiring Equity Training as directed by the Human Resources Office, prior to hiring any AMS position.

10.2 The hiring panel for Senior Managers (Directors, Commissioners, or Head Managers), must consist of 1 Permanent Staff member and 2 Executive-Elect.

10.3 The hiring panel for Assistant Managers that report directly to a Permanent Staff member must consist of 1 Permanent Staff member and 1 Executive-Elect, or 2 Permanent Staff members.

10.4 The hiring panel for Assistant Managers that report directly to a Senior Manager must consist of 1 Executive-Elect and 1 Senior Manager. If the Executive-Elect is not available, a Permanent Staff member can substitute.

10.5 The hiring panel for Supervisors must consist of 1 Senior Manager and 1 Assistant Manager.

10.6 The hiring panel for Waged Staff and Volunteers must consist of 1 Senior Manager and 1 Assistant Manager. If a department has a Staff Relations Assistant Manager, efforts shall be made to ensure that is the AM involved in the panel. If either the Senior Manager and/or all Assistant Managers are unavailable, an Executive-Elect and/or Permanent Staff Member may substitute.

10.7 New member of the Board of Directors are ratified by the Corporation at the Corporate Annual General Meeting. They shall be recommended by a Nominating Committee as outlined in Section 3.3.2 of the Corporate By Laws.

10.8 Members of a hiring panel shall declare a conflict of interest in advance of an interview where there is any significant existing or past relationship with an applicant. Where reasonable, no hiring panel member shall conduct an interview with an applicant who is their current or former partner, current, former, or planned 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. Members of the hiring panel that know an applicant shall speak last when deliberating on the applicant.

10.9 The hiring panel shall ultimately be responsible for all hiring decisions and shall be the sole hiring panel should a second round of interview occur, unless otherwise specified by the Executive and/or the Human Resources Office.

Section 11: Interviews

11.1 All applicants for the same position shall be asked the same set of core interview questions subject to each round. All questions must be finalized prior to that specific position's first interview and approved by the Human Resources Department.

11.2 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.

11.3 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. Hiring panels may also ask follow-up questions based on answers provided in their written application. To preserve fairness, such questions should be kept to a minimum and should be posed only when there is substantial reason.

11.4 A second round of interviews may be held at the discretion of the hiring panel, the Executive-Elect and the Human Resources Office. The panel is not obligated to include all applicants in the second round.

11.5 Either round of interview, at the discretion of the Executive-Elect and in consultation with the Human Resources Office, may include an interactive component.

11.6 If, at the conclusion of interviews and application review, the hiring panel is not satisfied with any of the applicants, then it may reopen the entire process, once all

applicants have been notified of being unsuccessful. Similarly, if the panel receives what it deems to be too few applications, then it may extend the application and re-advertise if the interview panel feels as if the applicants aren't deemed to be an appropriate fit for the position

Section 12: Interview Evaluation of the Applicant

12.1 Each member of the hiring panel shall complete a written evaluation of the applicant while the interview is taking place directly on the online application system where it is confidentially kept and stored by the Human Resources Office.

12.2 Evaluations on individual applicants may occur during the interview process, however, no comparisons shall be made between applicants until all interviews have concluded for the respective position.

12.3 Evaluations on individual applicants shall refer primarily to the essential criteria pre-determined by the hiring panel and is based upon the evaluation rubric found in Appendix Two. All criterion is reviewed by the Human Resources Office prior to the scheduling of interviews.

Section 13: Reference Checks

13.1 Reference contacts for managerial applicants are required, however, it is at the discretion of the hiring manager whether or not referees are contacted

Section 14: Selection

14.1 Selection of the successful candidate shall be made on the basis of the interviews, applications,

14.2 The hiring panel for managerial positions shall have the authority to offer an applicant a managerial position for which they did not apply, subject to the approval of the responsible Executive Elect.

Section 15: Post-Interview Notice to Applicants

15.1 The hiring panel shall strive to notify all applicants of the outcome of the hiring panel's decision within 96 hours of the last interview,

15.2 The hiring panel shall email the successful applicant(s) first. At this time, confidentiality shall be requested of the applicant and maintained by the hiring panel, until all unsuccessful applicants have been notified.

15.3 The successful candidate will be given 48 hours to consider the position they have been offered if necessary. Once an applicant has accepted the position, the hiring panel shall make every reasonable effort to notify all unsuccessful applicants as soon as possible

15.4 Rehire applicants of AMS Service Staff positions shall be notified of their successful rehiring not before the third week of April of the year in which their current contract is completed. Should services close prior to this week, and/or if all eligible rehire applicants are successful, applicants may be notified earlier subject to the approval of the current Vice President (Operations) and Human Resources Office.

Section 16: Rehires

16.1 Services, the general office, and the IT department shall be permitted to rehire up to a maximum of 30% of their total Service Staff or general volunteers.

16.2 If the service plans to hire six (6) or more total Supervisors, the outgoing management team has the authority to rehire a maximum of two (2) Supervisors from the current team. If the service plans to hire a total of less than six (6) Supervisors, the outgoing management team has the authority to hire a maximum of one (1) Supervisor from the current team.

16.3 The eligibility of applicants for rehire is subject to Section 2 and 3 of this Policy.

16.4 Notwithstanding limits on the rehire rate, Queen's StuCons and Queen's Pub Services are permitted to rehire as many staff as desired for rehire.

16.5 Notwithstanding the limits on rehire rate, Common Ground Coffeehouse is permitted to rehire up to a maximum of 50% of their total service Staff.

16.6 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.

16.7 Employees' disciplinary record will be made available to the rehire hiring panel to assist in the decision-making process. No employee shall be rehired within their service if they have accumulated seven (7) or more demerits, to ensure that only those with exceptional past performance are rehired.

Section 17: Commencement of Employment

17.1 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 Policy and the AMS Standards of Performance and informed as to how to access them at any time.

17.2 All incoming members of Senior Management shall be required to sign a Confidentiality and Non-Disclosure Agreement prior to the commencement of their employment. It shall be the responsibility of the Executive-Elect and the outgoing Human Resources Office to ensure that this occurs no later than the last day of April.

17.3 All employees shall be required to sign an Employment Contract prior to commencement of their employment. No 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.

17.4 All volunteers shall be required to sign a Volunteer Agreement prior to commencement of their position. No volunteer shall receive remuneration without having signed an agreement. This agreement shall reference their volunteer responsibilities, any remuneration (if applicable), time requirement, entitlement to notice on dismissal, and all relevant rules, regulations, and any policy by which the volunteer is governed.

Section 18: Ratification

18.1 All successful applicants for the position of office directors and service head managers shall be informed that offers of employment are contingent on ratification by the Board of Directors.

18.2 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 panel'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 panel to either select another candidate from the original pool of applicants or to reopen applications.

18.3 All successful applicants for the position of commissioner, and members of the judicial affairs office and judicial committee shall be informed that offers of employment are contingent on ratification by the Assembly.

Section 19: AMS Committees Functioning as Collectives

19.1 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 Department Head and the Human Resources Office.

19.2 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 Human Resources Office. As well, an informal meeting may be requested between the chair and member to communicate information (i.e., if a member joins half-way through the year and needs to be filled in on what the committee has done to date.)

19.3 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 Department Head and Human Resources Office should circumstances arise where it is felt that interviews are necessary.

Section 20: General Office Support Staff/Casual or Limited Term Work

20.1 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, they may request to open a hiring period, which is subject to the approval of the Vice President (Operations) and the Human Resources Office.

20.2 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 Vice President (Operations) and the Human Resources Office

20.3 All summer staff must fulfill the eligibility requirements laid out within this Policy; excluding being enrolled in classes for that particular summer with returning term. 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 AMS members.

Section 21: Fall Term Hiring Period

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

21.2 Given the training and licensing requirements mandatory for all students who are hired to work for Queen's StuCons, The Queen's Pub, and Common Ground Coffeehouse, these services shall not be required to hire in the fall if it is not necessary.

21.3 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 Vice President (Operations).

21.4 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: Positions reserved for posting during the fall hiring period should be given priority to the following AMS members:

- 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, this includes students returning from the Bader International Study Centre;
- 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 Human Resources Office.

21.5 Positions filled in the winter that have since been made vacant should be made available to any eligible AMS member.

21.6 Relevant hiring panels shall base their selection from the 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.

Appendix One: Application and Interview Rubric

This is the rubric used to score both no-named application questions and interviews:

Score	Demonstration of Required Quality
5	Applicant demonstrates required quality thoroughly in their response. Their answer shows they will excel in all aspects of this position requirement and exceeds the expectations of the panel.
4	Applicant adequately demonstrates required quality in their response.
3	Applicant demonstrates required quality somewhat but would be able to meet this position requirement with little training.
2	Applicant demonstrates little of the required quality in their response and would need some training to meet this requirement of the position.
1	Applicant did not demonstrate required quality in their response and would require a great deal of training in order to meet position requirement.
0	Applicant did not demonstrate required quality in their response, and it is unlikely training would allow them to meet this expected requirement.

Appendix Two: Official Accommodation Plan for Senior Managers

To Take More than 9.0 Units per Semester

Employment as a Senior Manager for the Alma Mater Society (AMS), be it as an Office Director, Commissioner, or Head Manager, is a full-time position with a weekly commitment ranging between 30 and 40 hours, depending on the position. At Queen’s University, each 3.0-unit course is expected to average approximately 10 hours of work per week. With this in mind, the AMS has a policy that limits Senior Managers to a maximum of 9.0 units per semester (see section 2.2.1 of the **Hiring and Appointment Policy and Program Manual**). The AMS understands that, due to personal circumstances, some Senior Managers may need to enrol in additional units per semester. While this is highly discouraged, this Official Accommodation Plan has been created so that both the applicant can have a successful term as a Senior Manager while also maintaining a heavier course-load.

This accommodation plan is intended to be filled out after a discussion with the applicant’s direct report during the job offer. This discussion should lead to a mutual understanding that even though the applicant is not eligible for the role, they will be offered the position. This accommodation plan must be reviewed by appropriate stakeholders and signed by both the direct report and the applicant before an employment contract is signed.

The ideal time frame for the completion of this document is as follows:

1. Applicants will identify if they plan on taking more than 9.0 units per semester in their interview. If so, they will be considered ineligible for the role.
2. If they are the sole applicant, or for other reasons the only applicant fit for the role, the direct report will inform them during the job offer that a discussion must ensue over the coming days regarding an accommodation plan.
3. The direct report must, once discussed with the applicant, complete the accommodation plan (see next page).
4. The plan must be reviewed by all appropriate stakeholders and signed by both the applicant and the direct report.
5. An employment contract may be shared and signed.

Should this plan be accepted, the direct report is to review the performance of the employee after the first month of each term. It is important to understand that the AMS is under no obligation to accommodate employees who are ineligible for the role in which they are hired to. Should this plan prove to be ineffective in allowing the employee to complete their contractual obligation, they will be eligible to undergo a review of employment in accordance with the Standards of Performance.

Monitoring

Monitoring for compliance of this accommodation plan will be carried out by...

Responsibility and/or contact person	HR Office
Approved by	Board of Directors
Date Initially Approved	March 30, 2023
Date of Last Revision	n/a
Date of Next Review	March 30, 2025
Related Policies, Procedures, and Guidelines	Hiring and Appointment Policy and Procedures, Standards of Performance

Accommodation Plan

Applicant Name:	[Insert Name]	Position:	[Insert Position Name]
Direct Report:	[Name of President, VPOPS, VPUA]	Term:	[Insert Term]
Reason for requesting accommodation:	[To be filled out by direct report after a discussion with the applicant.]		
Recommended accommodation plan:	[To be filled out by direct report after a discussion with the applicant. Needs to include specific, measurable, attainable, relevant, and timely goals that can allow the applicant to successfully complete their role while also being enrolled in an excess on 9.0 credits each semester. The plan must also state a specific timeline to review the performance of the employee. For example, an actionable accommodation may be reducing the duties of the role. If this is the solution, this plan must also state who will take on those roles and how this will be communicated across the organization.]		

Review Process

Stakeholder Position	Date of Accommodation Plan Reviewal
President-Elect <i>(if not the Direct Report)</i>	
Vice-President (Operations)-Elect <i>(if not the Direct Report)</i>	
Vice-President (University Affairs)-Elect <i>(if not the Direct Report)</i>	
Human Resources Officer	
General Manager <i>(only if position is a Commissioner or Director)</i>	
Operations Officer <i>(only if position is a Head Manager)</i>	

Signatures

Applicant

Date of Signature

Direct Report

Date of Signature

THIS ENTIRE PLAN MUST BE COMPLETED BEFORE AN EMPLOYMENT CONTRACT IS SIGNED AND THEN PLACED IN THE APPLICANT'S EMPLOYEE FILE

Monitoring

Monitoring for compliance with this Policy and relevancy of this Policy will be carried out by the Human Resources Office each year, specifically leading up to and during hiring periods in the fall and winter semesters.

Contact person	<i>Talent Acquisition Manager</i>
Date of next review	<i>January 2025</i>
Related policies, procedures, and guidelines	<i>AMS Standards of Performance AMS Volunteer Policy and Procedures Manual</i>
Policies superseded by this policy	<i>Not applicable.</i>

Appendix C: interview Preamble

Volunteer Interview Preamble Script

Thank you for joining us today. Today's interview is going to be 30 minutes in length and will cover a variety of topics. You will be asked three behavioural questions through which we will ask you to relate your past experiences to the position. You will have up to 3 minutes to answer these questions. Additionally, we will give you time to present your prepared case response, in which you will have up to 5 minutes to discuss. The interview will then conclude with any additional questions you or the interview panel may have. Keep in mind that this interview is confidential and we ask that you keep the questions confidential to maintain the integrity of the hiring process. If you would like feedback on how your interview went or if you feel you were treated unjustly in this interview, please email the VP of Volunteer Operations at sahudson@wlu.ca. Do you have any questions before we start?



SAFE DISCLOSURE POLICY

Approving Authority:

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 6, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2b – Treatment of Staff
 - Employee Standards and Performance Policy
-

1. Purpose

- 1.1. This policy outlines the process for employees to provide good faith disclosures about wrongdoing by Students' Union employees or volunteers without retaliation or reprisal.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **Good Faith Disclosure:** Any disclosure made based on the reasonable belief of the authenticity and accuracy of the wrongdoing, and free from malicious or frivolous intent.
- 2.3. **Reprisal:** Any detrimental action or threat of action directed at an employee for making a good faith disclosure, supporting a disclosure, participating in a disclosure investigation, or declining to participate in wrongdoing.
- 2.4. **Volunteer:** A Wilfrid Laurier University undergraduate student who voluntarily undertakes a service for the Students' Union.
- 2.5. **Wrongdoing:** Any act or conduct in contravention of the Students' Union Employee Standards and Performance Policy or other related policies, procedures, or legal standards.

3. Jurisdiction/Scope

- 3.1. This policy applies to all Students' Union employees and volunteers.

4. Policy

- 4.1. Anyone who has information or reasonable grounds to believe that a Students' Union employee or volunteer has been engaged in wrongdoing is able to make a good faith disclosure through the Students' Union Reporting Form.
 - 4.1.1. If a good faith disclosure involves Human Resources of Vice-President: Volunteer Operations, the disclosure can be made directly to the President and Chief Executive Officer

or Executive Director.

- 4.1.2. If a supervisor receives a good faith disclosure directly from an employee, they must submit the Students' Union Reporting Form.
- 4.2. The Students' Union shall take all necessary and appropriate action to carefully and fairly investigate and respond to disclosures of wrongdoing.
 - 4.2.1. If an investigation conforms wrongdoing, the supervisor shall proceed according to the **Employee Standards and Performance Policy** and all other applicable policies or regulations.
- 4.3. The Students' Union shall take all reasonable efforts to keep the details of a good faith disclosure confidential and protect the identity of the employee who disclosed.
- 4.4. All employees involved in an allegation of wrongdoing are to be treated fairly and impartially.
- 4.5. Retaliation or reprisal in response to a good faith allegation is prohibited.
- 4.6. Employees who make an allegation of wrongdoing that is false, frivolous, vexatious, or made in bad faith will be subject to employee conduction procedures outlined in the **Employee Standards and Performance Policy**.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2n – Hiring Practices – Paid Staff

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is fluid and cursive, with the first letter of each word being significantly larger and more stylized.

Ben Jesseau

President & Chief Executive Officer

Date completed: December 20th, 2024

SECTION – EL #2n, 1

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret “**up-to-date**” as frequently revised and reviewed within the past fiscal year.

I interpret “**well-defined and widely recognized**” as practices that consistently used in the industry or market or organizations of similar size, purpose and structure.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Paid hiring practices are reviewed by Senior Leadership and Human Resources Department, once every twelve (12) months.
- Hiring policies and practices are well-researched and represent common practice when compared to organization of similar size and structure

EVIDENCE

1. Employee Hiring Policy (Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2n, 2

Hiring Practices – Paid Staff

EL #2n

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3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret this policy to mean that there are mechanisms which are designed to ensure information of applicants for volunteer or staff positions is kept secure and confidential and only accessed by those involved in the hiring process.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Internal privacy procedures are followed relative to access to applicant information.
- There are no complaints of breaches in applicant privacy and confidentiality.

EVIDENCE

1. Interview Preamble 2024/2025 (Appendix B)
2. Confidentiality Clause in Employment Contract (Appendix C)
3. There have been no complaints of breaches in applicant privacy.

I report this section as **COMPLIANT**.

SECTION – EL #2n, 3

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret “**nepotism**” as the intentional or unintentional influence a power position may have over hiring regarding relatives, friends and acquaintances.

I interpret “**other wrongful conditions**” as circumstances that make the hiring process inequitable, unfair or biased towards one applicant.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There are practices and policies in place that prevent nepotism and other wrongful conditions.
- The President intervenes if these cases arise.

EVIDENCE

1. Employee Hiring Policy (Appendix A)
2. Conflict of Interest Policy (Appendix D)

I report this section as **COMPLIANT**.

SECTION – EL #2n, 4

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret this policy statement as facilitating an open and accessible hiring process for all paid staff, which will allow for any and all applicants to apply based on experience.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All paid staff hiring is done using an accessible and open job posting.
- No Students' Union employee is hired without going through the necessary procedure aforementioned without the Board's consent.

EVIDENCE

1. Employee Hiring Policy (Appendix A)
2. The vast majority of job postings are made available to the public on the Students' Union website.
 - a. In unique scenarios where roles are filled outside of the usual hiring practices, the Board is consulted and provides approval. The Chair may request evidence of specific examples from the President as needed, which can be provided In-Camera.

I report this section as **COMPLIANT**.

SECTION – EL #2n, 5

Hiring Practices – Paid Staff

EL #2n

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret “**student input**” as student representation including but not limited to student executive on each hiring committee for salaried and executive staff with the exclusion of the Hospitality Services Department.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There is student executive representation or student appointed representation on the hiring committees for paid positions, excluding Hospitality services.
 - Hospitality Service hiring is excluded from this policy statement from having formal representation. However the President, who is a member of the Student Executive can be consulted as needed.

EVIDENCE

1. Employee Hiring Policy (Appendix A)
2. There has been student representation on all paid staff hiring committees this year, except for those within the Hospitality Services Department.

I report this section as **COMPLIANT**.

SECTION – EL #2n, 6

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret “**a consistent and equitable process**” as a hiring practice that is the same for each applicant for a position in terms of treatment and processes, unless accessibility accommodations need to be provided.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There are policies in place that outline the procedures for the hiring of all paid staff.
- All applicants are vetted using the same hiring process.

EVIDENCE

1. Employee Hiring Policy (Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2n, 7

With respect to the hiring of paid staff, the President shall not allow conditions that are unfair, biased, or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that outline a well-defined and widely recognized practice.
2. Operate without controls in place that protect the applicant's privacy.
3. Operate without controls in place to prevent nepotism and other wrongful conditions.
4. Allow openings to be filled without an open and accessible posting.
5. Allow openings to be filled without student input on the hiring process.
6. Allow an opening to be filled without a consistent and equitable process.
7. Allow conflicts of interest in the hiring process to go undeclared.

CEO INTERPRETATION

I interpret **conflicts of interest** as personal relationships that could positively or negatively bias hiring decisions.

I interpret this policy statement as the hiring manager or other interviewees in any given situation failing to inquire or disclose any conflicts of interest before the process begins or at any time throughout the process.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There is ample opportunity made aware for every member of the hiring committee to come forward regarding a conflict of interest.
- The President intervenes and re-allocated the hiring committee based on the conflicts of interest.
- The organization has a clear conflict of interest policy.

EVIDENCE

1. Employee Hiring Policy (Appendix A)
2. Conflict of Interest Policy (Appendix D)

I report this section as **COMPLIANT**.



EMPLOYEE HIRING POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: December 19, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #2n – Hiring Practices – Paid Staff
 - Conflict of Interest Policy.
-

1. Purpose

- 1.1. This policy will ensure that all Students' Union paid staff hiring is fair, unbiased, and follows clear practices and procedures.

2. Definitions

- 2.1. **Employee:** A paid worker of the Students' Union.
- 2.2. **Executive Leadership Team:** This employee group consists of the President and Chief Executive Officer, the Vice President positions, and the Associate Vice-President positions.
- 2.3. **Multi-campus portfolio:** A Students' Union employee or Executive Leadership Team member that holds multi-campus responsibilities.
- 2.4. **Volunteer:** A Wilfrid Laurier University undergraduate student who voluntarily undertakes a service for the Students' Union.

3. Jurisdiction/Scope

- 3.1. This policy applies to hiring for part-time, full-time, and Executive Leadership Team positions.

4. Employment Categories

- 4.1. Hospitality staff positions
- 4.2. SU Desk staff positions
- 4.3. Contract employment positions
- 4.4. Part-time, continuing positions
- 4.5. Full-time, continuing positions
- 4.6. Executive Leadership Team positions

5. Recruitment and Hiring Process for Hospitality Staff Positions:

- 5.1. Hospitality staff positions that are not considered full-time, continuing positions will be hired according to Hospitality Services hiring procedures.

6. Recruitment and Hiring Process for Students' Union Desk staff positions:

- 6.1. SU Desk positions will be hired according to the SU Desk hiring procedures.

7. Recruitment Process for Contract, Part-Time, and Full-Time positions:

- 7.1. Position proposals, prepared in consultation with Human Resources, must be approved by the President & Chief Executive Officer and Executive Director.
 - 7.1.1. The proposal must include a salary grid position.
 - 7.1.2. The proposal must include whether the position is permanent or on a contract basis.
 - 7.1.2.1. Contract position proposals must include the intended duration of the contract and renewal provisions, if applicable.
- 7.2. A job description must be created or updated prior to any job posting.
 - 7.2.1. Job descriptions must include compensation, including the salary grid when applicable, and must be approved by the President & Chief Executive Officer and Executive Director.
- 7.3. Approved jobs will be posted for a minimum of two (2) weeks.
 - 7.3.1. Select exemptions may be approved by the Board of Directors.
 - 7.3.2. Job postings must include the required skills outlined in the job description.
 - 7.3.3. Jobs will be posted to the Students' Union website and any other job posting web sites at the discretion of the hiring supervisor in consultation with Human Resources.

8. Application Vetting for Contract, Part-Time, and Full-Time positions:

- 8.1. Applications will only be vetted if they were received by the submission deadline.
- 8.2. Applicants will only be considered for the interview process if they meet the minimum job requirements outlined in the job posting.
- 8.3. The hiring supervisor in consultation with Human Resources will determine the pool of applicants moving onto the interview process.

9. Hiring Panels for Contract, Part-Time, and Full-Time positions:

- 9.1. The size of the hiring panel will be dependent on whether the job is contract, part-time, or full-time, and its location on the salary grid.
 - 9.1.1. The hiring panel for the role of Executive Director will be determined by the Board of Directors and President & Chief Executive Officer in consultation with Human Resources.
- 9.2. All hiring panels must include Executive Leadership Team representation.
- 9.3. The hiring supervisor, the most relevant Executive Leadership Team member, and a Human Resources representative will finalize the membership of the hiring panel.
- 9.4. All hiring panels must act in accordance with the Students' Union's Conflict of Interest Policy.
- 9.5. All hiring panels must ensure reasonable steps are taken to address confidentiality.

10. Interview Process for Contract, Part-Time, and Full-Time positions:

- 10.1. The interview process may consist of the following components:
 - 10.1.1. A one-way video interview where the candidate answers pre-recorded questions.
 - 10.1.2. A panel interview.
 - 10.1.3. A second-round interview.
- 10.2. The hiring supervisor in consultation with Human Resources will determine which hiring process components are required for each job posting.
 - 10.2.1. Applicants should be informed that only selected candidates will be advanced to certain interview stages.

One-Way Interviews

- 10.3. One-way interview questions must be reviewed by Human Resources in advance and remain consistent for all applicants.
- 10.4. All question response time allotments for one-way video must be consistent for all applicants.
- 10.5. The hiring supervisor or a Human Resources representative will record the one-way interview questions.
- 10.6. A Human Resources representative will contact the applicants eligible for a one-way interview and provide them with instructions to complete that process, including a deadline.
- 10.7. The hiring panel will review and mark all one-way interview submissions.
- 10.8. The hiring panel will determine the marking threshold that will qualify applicants for a panel interview.

Panel Interviews

- 10.9. Panel interview questions must be reviewed by Human Resources in advance and remain consistent for all applicants.
- 10.10. A Human Resources representative will contact the applicants eligible for panel interviews.
- 10.11. Panel interviews may be held in-person or virtually.
- 10.12. The hiring panel will debrief each interview and evaluate the applicant's answers based on their ability to fulfil the job description.

Second-Round Interviews

- 10.13. At the discretion of the hiring supervisor and Human Resources, second-round interviews should be conducted in-person.
- 10.14. Qualifying employment category hiring processes may provide compensation for candidates to attend an in-person second-round interview.
 - 10.14.1. The President and Chief Executive Officer and Executive Director must approve in advance any compensation for second-round interviews.

11. Hiring Decisions for Contract, Part-Time, and Full-Time positions:

- 11.1. Hiring decisions must be made in accordance with the Students' Union's Conflict of Interest Policy.
- 11.2. Hiring decisions should be made by a consensus of the hiring panel.
 - 11.2.1. In the event a consensus is not reached following the panel interview stage, select applicants may be invited back for a second-round interview.
- 11.3. The hiring supervisor may make a hiring decision without the consensus of the hiring panel only after second-round interviews are conducted and with the prior approval of the President & Chief Executive Officer and Executive Director, in consultation with Human Resources.
- 11.4. A Human Resources Representative will contact the successful applicant with an offer of employment and commence the contract negotiation process.
 - 11.4.1. Unsuccessful applicants will be notified after the successful candidate has accepted their offer of employment and the contract negotiation process is complete.

12. Recruitment Process for Executive Leadership Team positions:

- 12.1. Positions and associated job descriptions, prepared by or in consultation with the Vice President: Volunteer Operations, must be approved by the President & Chief Executive Officer.
 - 12.1.1. Job descriptions must include compensation and must be approved by the President & Chief Executive Officer and the Executive Director.
- 12.2. Approved jobs will be posted for a minimum of one (1) month.
 - 12.2.1. Select exemptions may be approved by the President & Chief Executive Officer for roles that are being posted during the year for which they will be appointed.
 - 12.2.2. Job postings must include the required skills outlined in the job description.
 - 12.2.3. Jobs will be posted to the Students' Union website and any other job posting web sites at the discretion of the hiring supervisor in consultation with the Vice President: Volunteer Operations and Human Resources.
- 12.3. Applicants to Vice President positions must be registered in an undergraduate program at Wilfrid Laurier University for at least 0.5 credits (or on a cooperative education work term) during the Winter academic term of the year they apply.
 - 12.3.1. Exceptions may be granted in advance by the President and Chief Executive Officer.
- 12.4. Applicants to Associate Vice President positions must be registered in an undergraduate program at Wilfrid Laurier University for at least 0.5 credits for the Fall and Winter terms of their contract.
 - 12.4.1. Exceptions may be granted in advance by the President and Chief Executive Officer.

13. Application Vetting for Executive Leadership Team positions:

- 13.1. Applications will only be vetted if they were received by the submission deadline.
- 13.2. Applicants will only be considered for the interview process if they meet the minimum job requirements outlined in the job posting.
- 13.3. The following process will be followed for Vice President roles:
 - 13.3.1. The applicable Vice President and Operations Group member(s) will review and score applications as instructed by the Vice President: Volunteer Operations, in conjunction with

Human Resources.

- 13.3.2. The President & Chief Executive Officer and President-Elect in consultation with the Vice President: Volunteer Operations will determine the pool of applicants moving onto the interview process.
- 13.4. The following process will be followed for other Executive Leadership positions:
 - 13.4.1. The applicable Vice President and the Vice President: Volunteer Operations (or designate) will review and score applications as instructed by the Vice President: Volunteer Operations, in conjunction with Human Resources
 - 13.4.2. The applicable current and incoming Vice Presidents in consultation with the Vice President: Volunteer Operations will determine the pool of applicants moving onto the interview process.

14. Hiring Panels for Executive Leadership Team positions:

- 14.1. All hiring panels must act in accordance with the Students' Union's Conflict of Interest Policy.
- 14.2. All hiring panels must ensure reasonable steps are taken to address confidentiality.
- 14.3. For Vice President roles, the hiring panel will consist of:
 - 14.3.1. The President-Elect (Hiring Supervisor).
 - 14.3.2. The President & Chief Executive Officer.
 - 14.3.3. The current Vice President in the role for which the panel is hiring (for the panel interview stage only).
 - 14.3.4. The Vice President: Volunteer Operations.
- 14.4. For Associate Vice President positions, the hiring panel will consist of:
 - 14.4.1. The incoming Vice President for the department (Hiring Supervisor).
 - 14.4.2. The current Vice President for the department.
 - 14.4.3. The Vice President: Volunteer Operations.
- 14.5. An applicable Operations Group member may be substituted for a current Vice President if deemed necessary due to a conflict of interest or other circumstances, at the discretion of the hiring supervisor and the Vice President: Volunteer Operations.
- 14.6. Any other changes to the composition of a hiring panel must be reviewed and approved by the President & Chief Executive Officer, the Vice President: Volunteer Operations, and Human Resources.
 - 14.6.1. Should the President & Chief Executive Officer need to be removed from a panel, the Executive Director should be consulted in place of the President.
- 14.7. If an Executive Leadership position must be hired for at a time where there is no President-Elect or incoming Vice President, the panel may be augmented by an applicable Operations Group member, or other staff member as approved by the Vice President: Volunteer Operations.

15. Interview Process for Executive Leadership Team positions:

- 15.1. The interview process will consist of the following components:
 - 15.1.1. A one-way video interview where the candidate answers pre-recorded questions.
 - 15.1.2. A panel interview.
- 15.2. Any deviation from this process, or additional components, must be approved by the President

& Chief Executive Officer and the Vice President: Volunteer Operations.

One-Way Interviews

- 15.3. One-way interview questions must be reviewed by the Vice President: Volunteer Operations in advance and remain consistent for all applicants.
- 15.4. All question response time allotments for one-way video must be consistent for all applicants.
- 15.5. The Vice President: Volunteer Operations will record the one-way interview questions.
- 15.6. The Vice President: Volunteer Operations will contact the applicants eligible for a one-way interview and provide them with instructions to complete that process, including a deadline.
 - 15.6.1. All applicants who meet the minimum requirements of the role will be contacted to complete a one-way interview, however based on the results of the application vetting process, not all one-way interviews will be reviewed by the hiring panel.
- 15.7. The hiring panel will review and mark all one-way interview submissions for applicants that pass the application vetting process.
- 15.8. The hiring panel will determine the marking threshold that will qualify applicants for a panel interview.

Panel Interviews

- 15.9. Panel interview questions must be reviewed by the Vice President: Volunteer Operations in conjunction with Human Resources in advance and remain consistent for all applicants.
- 15.10. The Vice President: Volunteer Operations will contact the applicants eligible for panel interviews.
- 15.11. Panel interviews may be held in-person or virtually, at the discretion of the President-Elect, with consultation from the Vice President: Volunteer Operations.
 - 15.11.1. The mode of interview must be consistent for all applicants, unless otherwise approved by the Vice President: Volunteer Operations and Human Resources.
 - 15.11.2. If there is no President-Elect, this decision is made at the discretion of the President & Chief Executive Officer.
- 15.12. The hiring panel will debrief each interview and evaluate the applicant's answers based on their ability to fulfil the job description.

16. Hiring Decisions for Executive Leadership Team positions:

- 16.1. Hiring decisions must be made in accordance with the Students' Union's Conflict of Interest Policy.
- 16.2. Hiring decisions should be made by a consensus of the hiring panel.
 - 16.2.1. In the event a consensus is not reached following the panel interview stage, the hiring supervisor may make a hiring decision without the consensus of the hiring panel only after consulting with Human Resources.
 - 16.2.1.1. The President-Elect and President & Chief Executive Officer must also be consulted for any positions for which they do not serve on the hiring panel.
- 16.3. The hiring supervisor will contact the successful applicant with an offer of employment, once approved to do so by the Vice President: Volunteer Operations.



16.3.1. Unsuccessful applicants will be notified after the successful candidate has accepted their offer of employment.

Appendix B: Interview Preamble

Interview Preamble Provided By HR:

- Introduce the hiring panel members, including names, positions, and why they're sitting on this hiring panel
- Communicate the following to the candidate:
 - The interview will be approximately 30-mins in length, and will cover a variety of topics related to the skillsets required for the role
 - Everything said in the interview will remain confidential, and only discussed within this hiring panel and our Human Resources department
 - We ask that you keep the questions and scenarios confidential, to protect the integrity of our hiring process
 - We will be writing your answers down, and therefore may not be making eye contact the whole time – rest assure we are actively listening to you
 - There is a feedback process should you feel that you were treated unjustly, or if you would like advice on how your interview went, through Kelly Lee our Director, Member Services.
- Ask the candidate: Do you have any questions for us before we begin?

Appendix C: Confidentiality Clause in Contracts

11) Employees shall not, either during the term of their employment or at any time thereafter, disclose to any person, firm, or corporation any *confidential or privileged* information concerning the business or affairs of The Students' Union. This includes any information that the Employee may have acquired in the course of or incidental to their employment hereunder or otherwise, whether for their own benefit, or to the detriment, or intended or probable detriment, of The Students' Union.



CONFLICT OF INTEREST POLICY

Approving Authority: President & Chief Executive Officer

Administrative Responsibility: Director, Policy Research & Advocacy

Original Approval Date: November 4, 2024

Date of Most Recent Review/Revision:

Related Policies, Procedures, and Documents:

- Executive Limitation #1 – Global Executive Constraint
 - Executive Limitation #2b – Treatment of Staff
 - Executive Limitation #2f – Asset Protection
 - Executive Limitation #2l – General Meetings and Elections
 - Executive Limitation #2n – Hiring Practices – Paid Staff
 - Employee Standards and Performance Policy
 - Health and Safety Policy
 - Safe Disclosure Policy
-

1. Purpose

- 1.1. This policy provides guidance to Students' Union employees about identifying, mitigating, or avoiding conflicts of interest.

2. Definitions

2.1. **Conflict of interest:** Occurs when personal interests or professional affiliations outside of the Students' Union interfere, or are perceived to interfere, with the independent judgement required by employees to perform their duties and responsibilities.

2.1.1. Conflicts of interest include, but are not limited to:

- 2.1.1.1. An interest, real or perceived, that unfairly benefits the individual or their relative, friend, roommate, or romantic partner.
- 2.1.1.2. Organizations, companies, or groups that an employee has an official governing responsibility or that employs the individual or a member of their family.
- 2.1.1.3. Gifts and favours, including tokens of appreciation, entertainment, travel, hotel accommodations, services for personal use, reduced prices for personal goods and services, and any other forms of hospitality provided in hopes of future business.

2.2. **Employee:** A paid worker of the Students' Union.

2.3. **Supervisor:** The individual to whom an employee directly reports, or their designate.

2.4. **Workplace:** Any site at which the employee works, including any property or building utilized by the Students' Union and any other place an employee is located while performing work for the Students' Union or representing the organization.

2.4.1. Workplace includes operating Students' Union equipment or a personal vehicle while the employee is on duty.

3. Jurisdiction/Scope

3.1. This policy applies to all Students' Union employees.

4. Declaring a Conflict of Interest

4.1. Employees are required to declare to their supervisor any conflict of interest or other circumstance that may reasonably interfere, or be perceived to interfere, with their ability to perform their duties and responsibilities.

4.1.1. Supervisors, in consultation with a Human Resources representative when appropriate, will determine the nature and extent of the conflict of interest and determine what steps are required to mitigate or avoid situations or responsibilities where that conflict will interfere with the employee's duties.

4.1.2. Employees may be required to refrain from taking part in a discussion, project, hiring process, or decision-making vote related to the conflict of interest.

4.2. Human Resources may declare that an employee has a conflict of interest in the absence of a self-declaration.

5. Reporting a Conflict of Interest

5.1. If an employee believes a conflict of interest has not been properly declared by another employee, they may make a good faith disclosure according to the Safe Disclosure Policy.

6. Hiring Practices

6.1. Employees may be required to refrain from participating in a hiring process if a conflict of interest will interfere, or be perceived to interfere, with the fairness and legitimacy of the job search.

6.1.1. Human Resources, in consultation with the President or Executive Director, may declare that an employee has a hiring conflict in the absence of a self-declaration and require that they be removed from the hiring process.

6.2. For conflicts of interest related to Executive Leadership Team hiring, the President in consultation with Human Resources will determine if an employee must be removed from the hiring process.

6.3. The Students' Union may accept applications for employment from an employee's immediate family so long as the successful hiring of that immediate family member does not result in supervisory relationship.

7. Business Operations

7.1. Prior to entering a new contract with a vendor or supplier the due diligence conducted must

include consideration of conflicts of interest.

7.2. Contracts valued at \$5,000 or more must proceed through a formal tender process to ensure procurement best practices and avoid conflicts of interest.

8. Employee Relationships

8.1. Acknowledged employee romantic relationships are not considered a conflict of interest so long as they do not include a supervisory relationship and are disclosed with Human Resources.

8.1.1. Employee romantic relationships that are not disclosed may represent a conflict of interest.

9. Secondary Employment

9.1. Secondary employment is permitted so long as there are no adverse effects to the employee's ability to perform their duties and responsibilities and it does not represent a conflict of interest.

9.1.1. Employees are encouraged to discuss secondary employment opportunities in advance with their supervisor.

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2d – Financial Condition & Activities

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is written in a cursive, flowing style.

Ben Jesseau

President & Chief Executive Officer

Date completed: January 8th, 2025

SECTION – EL #2d, 1

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year. |

CEO INTERPRETATION

I interpret “**expend more funds than have been received**” as the use of financial resources exceeding the approved operating budget for 2024/2025, unless in compliance with point 2 of this policy. The expenses of the Organization include but are not limited to the outflow of assets, and costs required to effectively operate the organization, and are approved by the Board of Directors. Assets refer to any resources owned by the Students' Union that carry monetary value and include but not limited to cash, credit, property, accounts receivable and inventory. Revenues are inflows of assets that fund the Students' Union and are generated through providing services, operating businesses, or providing any activity or service that requires payment.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All financial records quantitatively confirm that expenses do not outweigh revenue at any point during the fiscal year within the debt guideline.
- The operating budget for 2024/25 approved by the Board of Directors is balanced.

EVIDENCE

1. Bank Account Balances (Appendix A)
2. Students' Union Operating Budget (can be made available at the Board's request)

I report this section as **COMPLIANT**.

SECTION – EL #2d, 2

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year. |

CEO INTERPRETATION

I interpret “**debt**” as the amount of incurred currency that the Students’ Union borrows and owes, outside the financed operating revenue of the current fiscal year.

I interpret “**repaid**” as fulfilling our debt obligations through repayment methods to parties that the Organizations owes, including accrued interests over the course of relevant agreements to said parties.

I interpret “**certain and otherwise unencumbered revenues**” as in to be free of debt and financial liability within the prescribed timeline, using revenue and funds which do not hinder the operations of the Organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All financial records quantitatively confirm that no debt is incurred in an amount greater than can be repaid without financial liability within:
 - 120 days or prior to the expiration of the President’s term, whichever is sooner, during periods 5-13 or,
 - 160 days during periods 1-4.

EVIDENCE

1. Cash positions of the Students’ Union (Appendix B)
 - a. This chart shows will be in a positive cash position; therefore we are not incurring more debt than we can repay.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 3

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**use**” as the intentional expenditure of Students' Union assets, depleting a reserve.

I interpret “**restricted reserves**” as specifically designated reserve funds which are collected for a specific purpose. These funds have strict guidelines on how to use them which are set either by the organization through the Board of Directors, the membership through referenda or governing bodies of the institution.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Restricted reserves are not used for other expenditures.
- There is no use of restricted reserves unless specifically directed by the Board.

EVIDENCE

1. Health and Dental Reserve Balance per the Balance Sheet
2. Health and Dental Reserve (Appendix C)

I report this section as **COMPLIANT**.

SECTION – EL #2d, 4

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. **Settle payroll and debts in an untimely manner.**
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**settle**” as paying within the established payment schedule or having payment produced when requested by those seeking payment.

I interpret “**payroll**” as the total amount of wages and salaries paid by the Students' Union to all its employees.

I interpret “**untimely manner**” as paying an invoice over 90 days of its issue, unless the invoice was not received within those 90 days, and payment that is not settled or arranged within 10 business days from the scheduled date.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Payroll is settled within 10 days of the scheduled payment date, unless an alternative payment schedule or plan was arranged and agreed upon by all parties.
- Debts are settled within 90 days of invoicing, unless an alternative payment schedule or plan was arranged and agreed to by all parties.

EVIDENCE

1. Proof of Payroll (Appendix D)
2. Schedule of Aged Payables (Appendix E)
 - a. This document shows an immaterial number of payables that have been outstanding for greater than 90 days.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 5

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**overdue**” as failing to pay government issued bills before the set deadline.

I interpret “**inaccurately filled out**” as submitting filings or payments with errors or discrepancies whether intentional or unintentional.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All government-ordered payments are paid accurately and before the deadline.

EVIDENCE

1. Summary of Payments to Government (Appendix F)
 - a. These documents represent payments made for the various taxes we are required to remit to the government.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 6

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. **Make a single purchase or commitment of greater than \$10,000.**
 - a. **With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;**
 - b. **Splitting orders to avoid this limit is not acceptable.**
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**make a single purchase or commitment of greater than \$10 000**” to mean that the President or anyone who directly or indirectly reports to the President will not expend any single item over \$10 000 without Board approval.

I interpret “**commitment**” as entering into a written or a verbal agreement with either an internal or external partner which involves a contractual agreement or transfer of funds over \$10 000 without Board approval.

I interpret “**any project overage greater than 15% shall be subject to subsequent Board approval**” as any capital projects or payments previously approved by the Board that exceeds the original presented costs by 15% or more, to seek renewed approval by the Board.

I interpret “**splitting orders**” as intentionally separating a single purchase item into smaller purchase order amounts, that would equal more than \$10 000 if accumulated, and therefore must be approved by the Board.

I interpret “**expending currency other than Canadian dollars**” as all expenditures of the Organization and those which require Board approval for purchase over \$10 000 to be presented in CAD and if applicable, the correct conversion through a mid-market rate be applied when dealing with non-CAD values.

SECTION – EL #2d, 6

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students' Union financial statements demonstrate an absence of capital projects or initiatives exceeding \$10 000 that have not been previously approved by the Board.
- The Students' Union financial statements do not show project cost overrun in excess of 15% that has not been further approved by the Board. These statements will also illustrate orders were not split in order to circumvent this policy.

EVIDENCE

- a. The Students' Union Operating Budget over \$10,000 (Appendix G)
 - a. This is a pre-approved list of expenditures greater than \$10 000 that has been approved by the Board of Directors for the 2024/25 operating year.
 - b. All items are presented in CAD value.
- b. Additional projects over \$10,000 have been brought to the Board for approval.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 7

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. **Acquire, encumber or dispose of real estate.**
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**acquire**” as purchasing, leasing, or obtaining a new mortgage of physical property of behalf of the Students' Union

I interpret “**encumber**” as a claim for a piece of property through mortgages and liens that burdens or restricts the title of property.

I interpret “**dispose of**” as terminating a lease or selling a physical property with no intent or agreement of future usage in regard to Students' Union facilities.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students' Union holds a building agreement with WLU as per the Operating Procedures Agreement. This agreement outlines the terms of occupancy of the Fred Nichols Campus Centre in Waterloo.
- The Students' Union will not acquire, encumber or dispose of real estate unless defined above. Any exceptions in the future must be made at the Board's discretion.

SECTION – EL #2d, 7

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. **Acquire, encumber or dispose of real estate.**
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

EVIDENCE

1. The Operating Procedures Agreement (Appendix H)
2. Real Estate Holdings (Appendix I)
 - a. These documents indicate that there is clearly an immaterial difference between the Union's real estate holdings from May until now.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 8

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
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 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**aggressively pursuing**” as using all appropriate means within the boundaries of the law to acquire outstanding balances from external companies and individuals when it is imperative to do so.

I interpret “**receivables**” as the outstanding balances owing to the Students' Union, pertaining to incoming assets which equate to or in excess of \$10,000.

I interpret “**a reasonable grace period**” as 90 days with the exception of receivables from Wilfrid Laurier University, which are paid based on a payment schedule established and agreed upon by both parties.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All financial records and statements are kept up to date and accurate as receivables are being collected efficiently.
- There is a known process in place in the finance department of appropriate procedures for collecting receivables.

EVIDENCE

1. Schedule of Aged Receivables (Appendix J)

I report this section as **COMPLIANT**.

SECTION – EL #2d, 9

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
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5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
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 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**uninformed**” as not relaying information to the Board both intentionally and unintentionally.

I interpret “**anticipated**” as projecting surplus based on updated financial readings.

I interpret “**surplus**” as the monetary value of remaining revenue after all accounts payables and debts have been settled.

I interpret “**end of the fiscal year**” as assessing all periods from the previous fiscal year, and to be reported after the audit is completed into the new fiscal year between period 5 and 6.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President will communicate to the Board between periods 5 and 6 of the exact surplus amount from the previous fiscal year.

EVIDENCE

1. Audited financial statements were presented to the Board and approved during the fall term.

I report this section as **COMPLIANT**.

SECTION – EL #2d, 10

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
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3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**expenditures**” as in money spent.

I interpret “**currency**” as a system of money in general use in a country, in this case, Canada.

I interpret “**Canadian dollars**” as the monetary unit used within Canada as stated by the *Currency Act* and following the system of pegging or floating to the US dollar as determined by the Bank of Canada and/or the free market.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All expenditures reported to the Board including but not limited to the operational budget and items over \$10 000 will be reported in Canadian dollars.
- A conversion rate is applied and adjusted to reflect all amounts in CAD for approval, when dealing with non-Canadian vendors.

EVIDENCE

1. All items in the operational budget and items over \$10,000 for 2024/25 were reported in Canadian dollars and approved by the Board

I report this section as **COMPLIANT**.

SECTION – EL #2d, 11

Financial Condition & Activities

EL #2d

With respect to the actual ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy and/or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-12;
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7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
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9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**present**” as formally submitting the documents through the Chair to be included in the agenda package for the Board.

I interpret “**budget**” as the breakdown of the expenses, revenues and net of all operational departments, in conjunction with reflecting the ends breakdown and report over \$10 000.

I interpret “**current fiscal year**” as the period between May 1st, 2024 and April 30th, 2025.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The outgoing President and Executive team will develop and present a budget for the 2025/2026 year and present it to the Board, with consultation from the incoming President once elected.

EVIDENCE

1. This will occur in period 12, but the executive team has already been creating documentation to aid in this process. Formal budget development starts this month.

I report this section as **COMPLIANT**.

Appendix A: Bank Balances

Balance Reporting - Balance Summary Report

CHRIS TURNER, WILFRID LAURIER UNIV

Report Creation Date: Jan 02, 2025 02:59:25PM ET

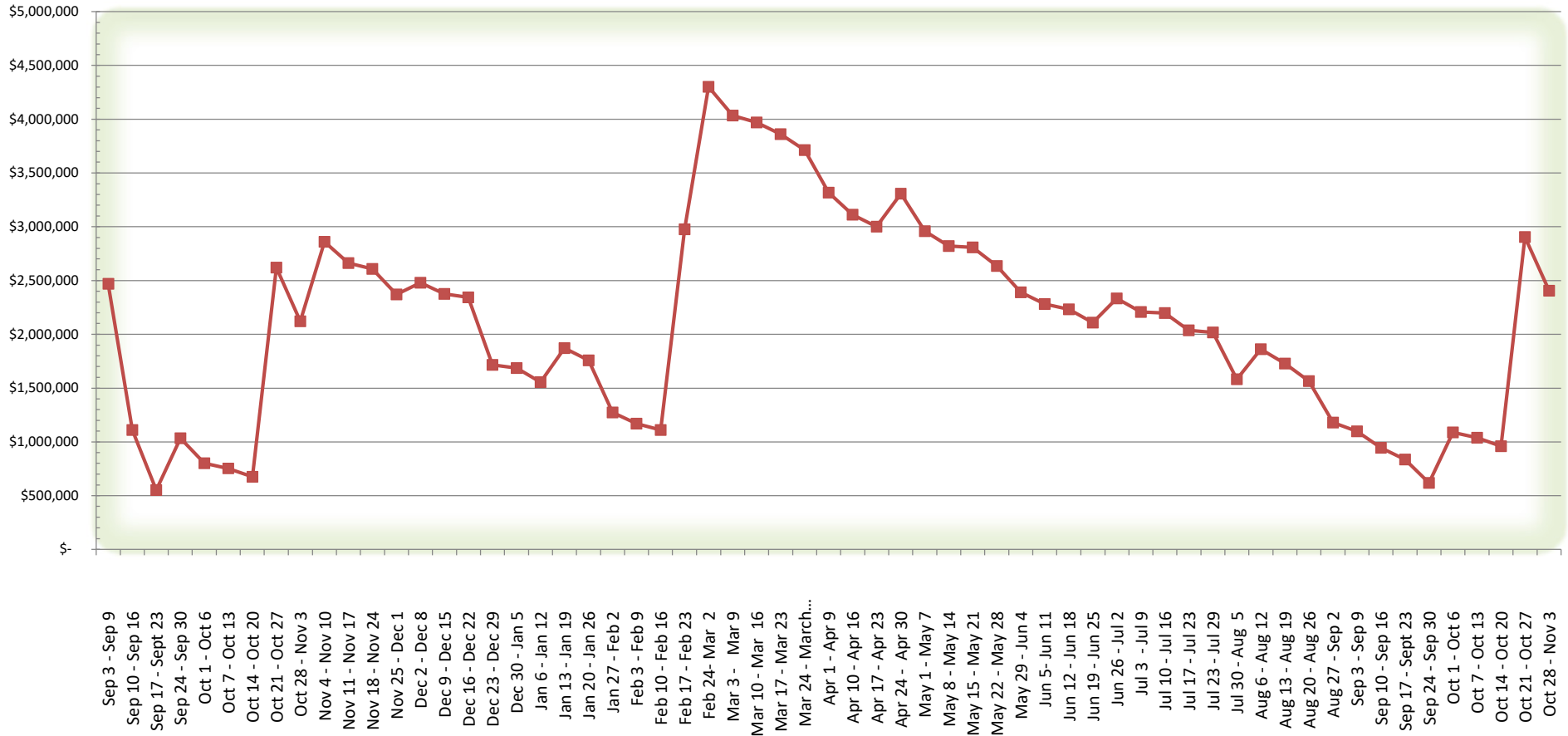
Report Date: Dec 31, 2024

Account Type	Account	Currency	Balance
BUS DEP	U-Desk-ROYAL BANK OF CANADA-02482-1002286	CAD	8,390.98
BUS DEP	H&D Reserve-ROYAL BANK OF CANADA-02482-1002849	CAD	1,024,745.04
BUS DEP	Brantford U-Desk-ROYAL BANK OF CANADA-02482-1007335	CAD	414.93
BUS DEP	Main/IVR-ROYAL BANK OF CANADA-02482-1011485	CAD	1,502,176.62
BUS DEP	Golden Grounds-ROYAL BANK OF CANADA-02482-1011535	CAD	20,201.34
BUS DEP	Wilfs/Turret-ROYAL BANK OF CANADA-02482-1013713	CAD	47,045.28
BUS DEP	The Belmont-ROYAL BANK OF CANADA-02482-1015064	CAD	72,935.91
BUS DEP	General Reserve-ROYAL BANK OF CANADA-02482-1024413	CAD	3,325,132.55
BUS DEP	Brantford SC-ROYAL BANK OF CANADA-02482-1026079	CAD	1,060.96
BUS DEP	Waterloo Web-ROYAL BANK OF CANADA-02482-1037126	CAD	37,317.87
BUS DEP	Campus Clubs-ROYAL BANK OF CANADA-02482-1039411	CAD	10,955.82
BUS DEP	WILFRID LAURIER UNIV-ROYAL BANK OF CANADA-02482-4001475	USD	4,000.00
BUS LOAN	Line of Credit-04117-62473996-001	CAD	0.00
BUS LOAN	BSC Loan-04117-62473996-012	CAD	153,039.59
BUS LOAN	Comprehensive Loan-04117-62473996-013	CAD	240,653.44

*** End of report ***

Appendix B: Cash Position

WLUSU Estimated Closing Cash Position to Oct 2025



Appendix C: Health & Dental Reserve

2025-01-03 10:52:00AM

Wilfrid Laurier University Students' Union

Page 1

Report (GLTRLR1)

Trial Balance as of 2025-01-31

In Functional Currency

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2025 - 09]
From Account No. [3000-02-050] To [3000-02-050]
From Account Group [] To [ZZZZZZZZZZZZ]
Use Rolled Up Amounts [No]

<u>Account Number</u>	<u>Description</u>	<u>Debits</u>	<u>Credits</u>
3000-02-050	EQUITY - HEALTH PLAN CONTIGENCY RE		945,000.00
	Total:	0.00	945,000.00
	Amount Out Of Balance:	945,000.00	
	Net Income (Loss) for Accounts Listed:	0.00	

1 account printed

Pay Group ID: E4974
 Pay Date: 12/24/2024
 Pay Period: 12/8/2024 - 12/21/2024
 PPN: 26 - 00

Bi-Weekly
 (Committed data only)

Run By: christopher.turner
 Commit Date: 12/19/2024 12:22:12 PM
 Run Type: Normal
 Run Number: 336

Group By: Department

Appendix D: Proof of Payroll

Bi-Weekly Totals								
Wilfrid Laurier University Students' Union - 105684211-E4974								
Tax Service Liabilities								
Tax	Amount	ID	Tax	Amount	ID	Tax	Amount	ID
CPP	\$3,653.39	105684211RP0002				ON EHT	\$1,942.24	105684211TE0001
CPP-ER	\$3,653.39	105684211RP0002						
EI	\$1,189.20	105684211RP0002						
EI-ER	\$1,664.86	105684211RP0002						
Fed Tax	\$10,851.34	105684211RP0002						
Total	\$21,012.18			\$0.00			\$1,942.24	
Grand Total	\$21,012.18			\$0.00			\$1,942.24	
Total Tax Liability							\$22,954.42	
Total Tax Impound							\$22,954.42	

Bi-Weekly Totals		
Wilfrid Laurier University Students' Union - 105684211-E4974		
Net Payroll and Impounds		
	Count	Amount
Direct Deposits 105684211-E4974	117	\$77,040.95
Total Net Payroll	117	\$77,040.95
Tax Liability 105684211-E4974		\$22,954.42
Total Tax Liability		\$22,954.42
Total Tax Impound		\$22,954.42
Total Impound		\$99,995.37
Total		\$99,995.37
Impound Date:		Dec 20, 2024

Bi-Weekly Totals			
Wilfrid Laurier University Students' Union - 105684211-E4974			
Remittance Payments			
Payee	Sequence No.	Tax	Amount
09990 Receiver General	BB458210	CPP	\$7,306.78
09993 Receiver General	BB458211	EI	\$2,854.06
09989 Receiver General	BB458212	Fed Tax	\$10,851.34
09991 Ontario Minister of Finance*	BB458213	ON EHT	\$1,942.24
105684211RP0002 Total			\$22,954.42
Remittance Total			\$22,954.42

Census Data			
Cur On File**	148	Employees Paid	117
New Hires**	1	Employees Not Paid**	31

A/P Aged Payables by Due Date (APAPAY11)

Doc. Date	Doc. Type/Doc. Number	Due Date		1 to 30	31 to 60	61 to 90	Over 90	Total	Total
Appl. Date	Applied No.	App. Type	Current	Days	Days	Days	Days	Overdue	Payables
Vendor No.:	GANZ		Vendor Name:	Ganz					
2009-10-20	CR 1509105	2009-10-20	-69.30						-69.30
	Vendor Total:		-69.30	0.00	0.00	0.00	0.00	0.00	-69.30
Vendor No.:	NELLA		Vendor Name:	Nella Cutlery					
2024-12-20	IN RC3989196	2025-01-19	50.00						50.00
	Vendor Total:		50.00	0.00	0.00	0.00	0.00	0.00	50.00
Vendor No.:	PROFAB		Vendor Name:	ProFab Plastics 2007 Ltd.					
2024-12-12	IN 10877	2025-01-11	915.30						915.30
	Vendor Total:		915.30	0.00	0.00	0.00	0.00	0.00	915.30
Vendor No.:	TRINEWS		Vendor Name:	Globe and Mail					
2011-02-28	CR SD353	2011-02-28	-32.36						-32.36
	Vendor Total:		-32.36	0.00	0.00	0.00	0.00	0.00	-32.36
	Report Total:		279,361.44	0.00	0.00	0.00	19.32	19.32	279,380.76
			99.99%	0.00%	0.00%	0.00%	0.01%	0.01%	100.00%

CR: Credit Note

DB: Debit Note

IN: Invoice

IT: Interest Charge

PI: Prepayment

MC: Miscellaneous Payment

AD: Adjustment

CF: Applied Credit (from)

CT: Applied Credit (to)

DF: Applied Debit (from)

DT: Applied Debit (to)

ED: Earned Discount Taken

GL: Gain or Loss (multicurrency ledgers)

PY: Payment

RD: Rounding

6 vendors printed

Appendix F1: Government Payments

Account transactions – selection criteria

As of January 3, 2025

Business Name:

WILFRID LAURIER UNIVERSITY STUDENTS' UNION

Business Number:

105684211

Select accounts

Fields marked with an asterisk (*) are required

*** Program account**

Payroll (RP)

*** Account**

RP0002

Select criteria

*** Balance types**

Tax year balances

*** Period end/tax year**

2024

*** Time Frame**

Maximum

View

"Payroll (RP)" transactions

Date posted	Transactions	Date received	\$ Amount	CR/DR
December 27, 2024	Payment Dec 2024	Rec'd December 27, 2024	\$26,635.34	CR
December 10, 2024	Payment Nov 2024	Rec'd December 10, 2024	\$27,144.08	CR
November 25, 2024	Payment Nov 2024	Rec'd November 25, 2024	\$28,442.72	CR
November 12, 2024	Payment Oct 2024	Rec'd November 12, 2024	\$50,029.94	CR
October 25, 2024	Payment Oct 2024	Rec'd October 25, 2024	\$29,806.37	CR
October 10, 2024	Payment Sept 2024	Rec'd October 10, 2024	\$30,991.36	CR
September 25, 2024	Payment Sept 2024	Rec'd September 25, 2024	\$22,050.57	CR
September 10, 2024	Payment Aug 2024	Rec'd September 10, 2024	\$23,488.01	CR
August 26, 2024	Payment Aug 2024	Rec'd August 26, 2024	\$27,174.84	CR
August 12, 2024	Payment July 2024	Rec'd August 12, 2024	\$20,746.64	CR
July 25, 2024	Payment July 2024	Rec'd July 25, 2024	\$22,973.35	CR
July 10, 2024	Payment June 2024	Rec'd July 10, 2024	\$21,011.50	CR
June 25, 2024	Payment June 2024	Rec'd June 25, 2024	\$20,426.96	CR
June 10, 2024	Payment May 2024	Rec'd June 10, 2024	\$42,858.92	CR
May 27, 2024	Payment May 2024	Rec'd May 27, 2024	\$24,273.54	CR
May 10, 2024	Payment Apr 2024	Rec'd May 10, 2024	\$26,924.15	CR
April 25, 2024	Payment Apr 2024	Rec'd April 25, 2024	\$26,704.56	CR
April 10, 2024	Payment Mar 2024	Rec'd April 10, 2024	\$27,110.05	CR
March 25, 2024	Payment Mar 2024	Rec'd March 25, 2024	\$21,872.59	CR
March 11, 2024	Payment Feb 2024	Rec'd March 11, 2024	\$26,437.49	CR

Items per page:

20

1 to 20 of 23

< >

Export to CSV

Appendix F2: Government Payments[Business home](#)[My Profile](#)[Logout](#)

Online services

Hello, Chris Turner

WILFRID LAURIER UNIVERSITY
STUDENTS' UNION /

Account number: 8202168

Account status: Active

[Premium reporting
reminder email](#)

Tools

[Report premium
Reporting history
\(View/Edit\)](#)
[Premium history
\(View/Edit\)](#)

Account balance

Total balance ⓘ
\$0.00Overdue balance ⓘ
\$0.00 [Pay Now](#)

Premium history

Here is a detailed view of all originally entered premiums and any subsequent online revisions that you have submitted through this site. Please note that although we have provided you a record of both originally entered premiums and revisions, WSIB's system of record has been updated with your latest revised entry.

If you wish to access details of premiums not submitted through the Premium site, as well as any changes you made to premiums that were originally submitted through this site, please see your [reporting history](#).

Confirmation number	Reporting period	Insurable earnings	Premium	View	Edit
11317439	01-Nov-2024 to 30-Nov-2024	\$248,064.87	\$2,728.71	View	Edit
11268419	01-Oct-2024 to 31-Oct-2024	\$352,520.42	\$3,877.72	View	Edit
11181636	01-Sep-2024 to 30-Sep-2024	\$226,030.68	\$2,486.34	View	Edit
11049224	01-Aug-2024 to 31-Aug-2024	\$172,716.02	\$1,899.88	View	Edit
11015655	01-Jul-2024 to 31-Jul-2024	\$157,075.66	\$1,727.83	View	Edit
10861544	01-Jun-2024 to 30-Jun-2024	\$150,436.95	\$1,654.81	View	Edit
10780594	01-May-2024 to 31-May-2024	\$240,991.58	\$2,650.91	View	Edit
10751887	01-Apr-2024 to 30-Apr-2024	\$234,571.55	\$2,580.29	View	Edit
10728656	01-Mar-2024 to 31-Mar-2024	\$214,046.87	\$2,354.52	View	Edit
10570804	01-Feb-2024 to 29-Feb-2024	\$231,875.93	\$2,550.64	View	Edit
10501488	01-Jan-2024 to 31-Jan-2024	\$194,871.07	\$2,143.58	View	Edit
10405968	01-Dec-2023 to 31-Dec-2023	\$206,283.00	\$2,310.37	View	
10248518	01-Nov-2023 to 30-Nov-2023	\$332,569.19	\$3,724.77	View	
10223133	01-Oct-2023 to 31-Oct-2023	\$221,250.84	\$2,478.01	View	
10130157	01-Sep-2023 to 30-Sep-2023	\$212,286.05	\$2,377.60	View	
10020692	01-Aug-2023 to 31-Aug-2023	\$138,835.43	\$1,554.96	View	
9959050	01-Jul-2023 to 31-Jul-2023	\$152,268.99	\$1,705.41	View	
9885952	01-Jun-2023 to 30-Jun-2023	\$212,084.87	\$2,375.35	View	
9767630	01-May-2023 to 31-May-2023	\$175,560.94	\$1,966.28	View	
9703667	01-Apr-2023 to 30-Apr-2023	\$190,438.57	\$2,132.91	View	
9644459	01-Mar-2023 to 31-Mar-2023	\$178,093.89	\$1,994.65	View	

<u>Confirmation number</u>	<u>Reporting period</u>	<u>Insurable earnings</u>	<u>Premium</u>	<u>View</u>	<u>Edit</u>
9506885	01-Feb-2023 to 28-Feb-2023	\$204,686.30	\$2,292.49	View	
9477020	01-Jan-2023 to 31-Jan-2023	\$165,858.69	\$1,857.62	View	
9438055	01-Dec-2022 to 31-Dec-2022	\$251,000.90	\$2,735.91	View	
9244075	01-Nov-2022 to 30-Nov-2022	\$183,308.60	\$1,998.06	View	
9232119	01-Oct-2022 to 31-Oct-2022	\$192,400.33	\$2,097.16	View	
9169531	01-Sep-2022 to 30-Sep-2022	\$143,571.53	\$1,564.93	View	
9019641	01-Aug-2022 to 31-Aug-2022	\$134,840.33	\$1,469.76	View	
8981424	01-Jul-2022 to 31-Jul-2022	\$118,634.46	\$1,293.12	View	
8922320	01-Jun-2022 to 30-Jun-2022	\$176,372.21	\$1,922.46	View	
8795998	01-May-2022 to 31-May-2022	\$140,224.59	\$1,528.45	View	
8755718	01-Apr-2022 to 30-Apr-2022	\$154,395.01	\$1,682.91	View	
8706930	01-Mar-2022 to 31-Mar-2022	\$146,137.78	\$1,592.90	View	
8582354	01-Feb-2022 to 28-Feb-2022	\$156,387.64	\$1,704.63	View	
8544034	01-Jan-2022 to 31-Jan-2022	\$134,267.12	\$1,463.51	View	
8493243	01-Dec-2021 to 31-Dec-2021	\$203,386.14	\$2,033.86	View	
8351552	01-Nov-2021 to 30-Nov-2021	\$142,983.89	\$1,429.84	View	
8323408	01-Oct-2021 to 31-Oct-2021	\$129,511.37	\$1,295.11	View	
8254218	01-Sep-2021 to 30-Sep-2021	\$135,004.74	\$1,350.05	View	
8135537	01-Aug-2021 to 31-Aug-2021	\$118,871.11	\$1,188.71	View	
8102501	01-Jul-2021 to 31-Jul-2021	\$198,462.27	\$1,984.62	View	
8036774	01-Jun-2021 to 30-Jun-2021	\$124,460.98	\$1,244.60	View	
7928099	01-May-2021 to 31-May-2021	\$133,697.80	\$1,336.97	View	
7893170	01-Apr-2021 to 30-Apr-2021	\$138,378.09	\$1,383.78	View	
7836132	01-Mar-2021 to 31-Mar-2021	\$125,367.85	\$1,253.67	View	
7720084	01-Feb-2021 to 28-Feb-2021	\$126,492.03	\$1,264.92	View	
7677738	01-Jan-2021 to 31-Jan-2021	\$126,063.00	\$1,260.63	View	
7616079	01-Dec-2020 to 31-Dec-2020	\$174,787.00	\$1,747.87	View	
7500088	01-Nov-2020 to 30-Nov-2020	\$125,156.42	\$1,251.56	View	
7468687	01-Oct-2020 to 31-Oct-2020	\$126,139.85	\$1,261.39	View	
7391855	01-Sep-2020 to 30-Sep-2020	\$126,347.68	\$1,263.47	View	
7286765	01-Aug-2020 to 31-Aug-2020	\$120,068.88	\$1,200.68	View	
7240639	01-Jul-2020 to 31-Jul-2020	\$181,837.76	\$1,818.37	View	

<u>Confirmation number</u>	<u>Reporting period</u>	<u>Insurable earnings</u>	<u>Premium</u>	<u>View</u>	<u>Edit</u>
7173760	01-Jun-2020 to 30-Jun-2020	\$122,532.06	\$1,225.32	View	
7090503	01-May-2020 to 31-May-2020	\$132,746.81	\$1,327.46	View	
7052778	01-Apr-2020 to 30-Apr-2020	\$224,307.53	\$2,243.07	View	
7010681	01-Mar-2020 to 31-Mar-2020	\$238,432.00	\$2,384.32	View	
6919334	01-Feb-2020 to 29-Feb-2020	\$215,034.22	\$2,150.34	View	
6896482	01-Jan-2020 to 31-Jan-2020	\$301,708.20	\$3,017.08	View	
6792349	01-Dec-2019 to 31-Dec-2019	\$242,521.15	\$2,522.21	View	
6711494	01-Nov-2019 to 30-Nov-2019	\$241,316.54	\$2,509.69	View	
6706191	01-Oct-2019 to 31-Oct-2019	\$225,081.05	\$2,340.84	View	
6640272	01-Sep-2019 to 30-Sep-2019	\$254,841.99	\$2,650.35	View	
6545414	01-Aug-2019 to 31-Aug-2019	\$207,225.00	\$2,155.14	View	
6505124	01-Jul-2019 to 31-Jul-2019	\$138,596.00	\$1,441.39	View	
6442482	01-Jun-2019 to 30-Jun-2019	\$166,333.84	\$1,729.87	View	
6306226	01-May-2019 to 31-May-2019	\$168,094.00	\$1,748.17	View	
6288487	01-Apr-2019 to 30-Apr-2019	\$259,105.00	\$2,694.69	View	
6288474	01-Mar-2019 to 31-Mar-2019	\$282,585.00	\$2,938.88	View	
6175384	01-Feb-2019 to 28-Feb-2019	\$247,071.81	\$2,569.54	View	
6110167	01-Jan-2019 to 31-Jan-2019	\$349,567.82	\$3,635.50	View	
6051819	01-Dec-2018 to 31-Dec-2018	\$256,197.00	\$3,894.19	View	
5928695	01-Nov-2018 to 30-Nov-2018	\$273,565.10	\$4,158.18	View	
5900769	01-Oct-2018 to 31-Oct-2018	\$250,027.80	\$3,800.42	View	
5758539	01-Sep-2018 to 30-Sep-2018	\$284,373.72	\$4,322.48	View	
5653850	01-Aug-2018 to 31-Aug-2018	\$218,045.15	\$3,314.28	View	
5571942	01-Jul-2018 to 31-Jul-2018	\$145,857.14	\$2,217.02	View	
5460893	01-Jun-2018 to 30-Jun-2018	\$150,323.82	\$2,284.92	View	
5400581	01-May-2018 to 31-May-2018	\$175,018.68	\$2,660.28	View	
5344125	01-Apr-2018 to 30-Apr-2018	\$246,868.87	\$3,752.40	View	
5238812	01-Mar-2018 to 31-Mar-2018	\$389,921.96	\$5,926.81	View	
5170686	01-Feb-2018 to 28-Feb-2018	\$144,150.74	\$2,191.09	View	
5109260	01-Jan-2018 to 31-Jan-2018	\$224,582.82	\$3,413.65	View	
4973693	01-Dec-2017 to 31-Dec-2017	\$237,403.07	\$3,750.96	View	
4919496	01-Nov-2017 to 30-Nov-2017	\$328,642.82	\$5,192.55	View	

<u>Confirmation number</u>	<u>Reporting period</u>	<u>Insurable earnings</u>	<u>Premium</u>	<u>View</u>	<u>Edit</u>
4864462	01-Oct-2017 to 31-Oct-2017	\$161,830.51	\$2,556.92	View	
4787697	01-Sep-2017 to 30-Sep-2017	\$280,436.62	\$4,430.89	View	
4696707	01-Aug-2017 to 31-Aug-2017	\$223,072.32	\$3,524.54	View	
4625826	01-Jul-2017 to 31-Jul-2017	\$146,063.28	\$2,307.79	View	
4555400	01-Jun-2017 to 30-Jun-2017	\$151,541.83	\$2,394.36	View	
4464440	01-May-2017 to 31-May-2017	\$166,124.58	\$2,624.76	View	
4431591	01-Apr-2017 to 30-Apr-2017	\$230,705.37	\$3,645.14	View	
4316608	01-Mar-2017 to 31-Mar-2017	\$131,086.84	\$2,071.17	View	
4264435	01-Feb-2017 to 28-Feb-2017	\$98,304.12	\$1,553.20	View	
4264415	01-Jan-2017 to 31-Jan-2017	\$233,637.97	\$3,691.47	View	
4071716	01-Dec-2016 to 31-Dec-2016	\$233,638.06	\$4,018.57	View	
4029029	01-Nov-2016 to 30-Nov-2016	\$255,210.66	\$4,389.62	View	
3967328	01-Oct-2016 to 31-Oct-2016	\$223,406.61	\$3,842.59	View	
3878094	01-Sep-2016 to 30-Sep-2016	\$334,886.43	\$5,760.04	View	
3878101	01-Aug-2016 to 31-Aug-2016	\$76,754.57	\$1,320.17	View	
3748530	01-Jul-2016 to 31-Jul-2016	\$149,450.82	\$2,570.55	View	
3648573	01-Jun-2016 to 30-Jun-2016	\$146,007.30	\$2,511.32	View	
3557636	01-Apr-2016 to 30-Apr-2016	\$235,980.90	\$4,058.87	View	
3472137	01-Mar-2016 to 31-Mar-2016	\$348,352.27	\$5,991.65	View	
3399945	01-Feb-2016 to 29-Feb-2016	\$251,655.61	\$4,328.47	View	
3399967	01-Jan-2016 to 31-Jan-2016	\$203,796.35	\$3,505.29	View	
3350089	01-Dec-2015 to 31-Dec-2015	\$222,637.98	\$3,829.37	View	
3223500	01-Nov-2015 to 30-Nov-2015	\$244,583.96	\$4,206.84	View	
3068709	01-Sep-2015 to 30-Sep-2015	\$192,573.27	\$3,312.26	View	
3026129	01-Aug-2015 to 31-Aug-2015	\$130,477.17	\$2,244.20	View	
3036850	01-Jul-2015 to 31-Jul-2015	\$60,534.00	\$1,041.18	View	
2944333	01-Jun-2015 to 30-Jun-2015	\$112,010.28	\$1,926.57	View	
2861986	01-May-2015 to 31-May-2015	\$145,605.62	\$2,504.41	View	
2825324	01-Apr-2015 to 30-Apr-2015	\$273,318.46	\$4,701.07	View	
2759325	01-Mar-2015 to 31-Mar-2015	\$207,591.97	\$3,570.58	View	
2698043	01-Feb-2015 to 28-Feb-2015	\$227,187.39	\$3,907.62	View	
2664013	01-Jan-2015 to 31-Jan-2015	\$186,303.44	\$3,204.42	View	

Premium

<u>Confirmation number</u>	<u>Reporting period</u>	<u>Insurable earnings</u>	<u>Premium</u>	View	Edit
2597751	01-Dec-2014 to 31-Dec-2014	\$259,349.99	\$4,460.82	View	

Appendix G: Over \$10,000 Report

SU 2024-25 Over \$10K Payment Report	
C&A Campus Clubs & Associations Fund	\$150,000 (\$25,000 from Dean of Students)
C&A Clubs & Associations Website (Nest)	\$40,000
C&A Clubs & Associations Special Projects	\$10,000
GSR 1 st Installment OUSA Membership Fee	\$32,000
GSR 2 nd Installment OUSA Membership Fee	\$32,000
President & CEO Special Projects	\$20,000
President & CEO Merchandising	\$15,000
PSB Hawk Team Small Scale Programming	\$10,000
PSB Hawk Team Medium Scale Programming	\$10,000
PSB Hawk Team Large Scale Programming	\$40,000
PSB Hawk Team Rental Expense Venues	\$10,000
PSB O-Week FYS Kit Contents	\$21,000
PSB O-Week Programming	\$95,000
PSB O-Week Food Expense	\$47,000
PSB O-Week Tech	\$25,000
PSB O-Week Sanderson Centre	\$20,000
PSB Food Bank Food Expense	\$10,000
PSW A-Team Sherwood Concert Tech	\$40,000
PSW A-Team Live Concert	\$70,000
PSW A-Team Large Scale Programming	\$30,000
PSW A-Team Medium Scale Programming	\$10,000
PSW First Year Events	\$10,000
PSW Wilf's Weekly Programming Entertainment	\$30,000
PSW Special Events	\$10,000
PSW Food Bank Parcel Service Cost	\$15,000
Turret Amp replacements	\$10,000
Staff Retreat/Transition	\$15,000
Board Room Updates (Waterloo & Brantford)	\$100,000
WLU Athletics Agreement	\$10,000
Audit Expense	\$28,000
Insurance Expense	\$84,000
PSW O-Week Clothing	\$155,800
PSW O-Week Entertainment	\$233,000
PSW O-Week Riders	\$15,000
PSW O-Week Food	\$33,560
PSW O-Week Contracted Services	\$57,500
PSW O-Week Rentals	\$144,000
VO Fall/Winter/YE Volunteer Appreciation Events	\$50,000
VO Special Projects	\$15,000
VO Sterling Back Check Membership	\$15,500

Appendix H: Operating Procedures Agreement

This Operating Procedures Agreement (hereinafter referred to as the "Agreement") made this 11th day of DECEMBER 2018

Between:

Wilfrid Laurier University
a corporation incorporated under a Special Act of the Province of Ontario
Hereinafter called "Laurier" or "University"

and

Wilfrid Laurier University Students' Union
a non-share capital corporation incorporated under the laws of the Province of Ontario
Hereinafter called the "Union"

Whereas the Parties desire to enter into an Agreement to deal generally with the financial arrangements between the Parties;

In consideration of the mutual covenants contained herein and other good and valuable consideration now paid by each of the Parties to the other, the receipt and sufficiency whereof is acknowledged, the Parties acknowledge and agree as follows:

1. DEFINITIONS

- a. "Act" shall mean the Wilfrid Laurier University Act, S.O. 1973, c. 87, as amended;
- b. "Agreement" shall mean this Agreement and the Appendices and any renewals hereof;
- c. "AVP, FAM" shall mean the Assistant Vice-President, Facilities and Asset Management of the University;
- d. "Board of Directors" shall mean the Board of Directors of the Union;
- e. "Board of Governors" shall mean the Board of Governors of the University as provided for under the Act;
- f. "Brantford Campus" shall mean the real property owned or leased by the University and the buildings and other structures thereon in the City of Brantford, Ontario;
- g. "Waterloo Campus" shall mean the real property owned or leased by the University and the buildings and other structures thereon in the City(s) of Kitchener-Waterloo, Ontario;
- h. "Union Club" shall mean a Club for students enrolled at the University, which Club is recognized by and under the authorization of the Union;
- i. "Concourse" shall mean the area located between the FNCC, the Alvin Woods Building and the Arts Building commonly known as the Concourse;
- j. "Fiscal Year" shall refer to the period commencing on the 1st day of May of one year and ending on the 30th day of April in the following year;
- k. "FNCC" shall mean the Fred Nichols Campus Centre located in Waterloo, which as at the date of this Agreement houses, among other things, the Union offices, the Turret and Wilf's;
- l. "LLC" shall mean the Liquor License Coordinator of the University;

- m. "Non Tuition Fees" shall have the same meaning as under the Protocol Agreement on Compulsory Non-Tuition Fees between the Parties and the Wilfrid Laurier University Graduate Students' Association, as agreed;
- n. "One Card" shall mean the integrated WLU I.D. card and payment service;
- o. "FAM" shall mean the Facilities and Asset Management Department of the University.
- p. "Party" or "Parties" shall mean the Union and the University;
- q. "SCS" shall mean the University's Special Constable Service Department;
- r. "Special Constable" shall mean a regularly scheduled, full-time, uniformed staff member of the University's Special Constable Service Department;
- s. "Senate" shall mean the Senate of the University as provided for under the Act;
- t. "The Turret" shall mean the facility located as of the date of this Agreement on the top floor of the FNCC;
- u. "Wilf's" shall mean the facility located as of the date of this Agreement on the first floor of the FNCC operating as a restaurant;
- v. "SC" shall mean the Union Student Centre building located on the Brantford Campus at 103 Darling Street, Brantford;
- w. "Undergraduate Student" shall mean a student registered in one or more undergraduate courses for academic credit toward an undergraduate degree in a Laurier undergraduate degree program.

2. TERM AND RENEWAL

- a. This Agreement shall be in force commencing January 1, 2019 to April 30, 2020. The term of this Agreement will automatically be extended for up to two (2) additional one (1) year terms (May 1 – April 30) unless, no later than three (3) months before the end of the initial term (January 30, 2020) either Party notifies the other Party in writing that it wishes to review and renegotiate the terms of this Agreement. The initial term, plus the optional one-year extensions shall together be the Term.
- b. The Parties acknowledge and agree that all terms and conditions of the previous Operating Procedures Agreement, in effect from May 1, 2011 to April 30, 2016 remain in full force and effect until the start of this Agreement.
- c. The Parties agree that they shall commence the procedure to negotiate a renewal/revision of this Agreement at least six (6) months prior to the end of the Full Term. Failing agreement approved by the applicable governing bodies of the Union and the University, this Agreement may be automatically renewed for subsequent one-year terms (May 1 – April 30) unless terminated by a Party in writing in accordance with this Agreement.

3. RECOGNITION

- a. The Union is hereby recognized as the sole representative and negotiating body for the Undergraduate Students at the University at all University campuses.
- b. The Union's recognition does not prevent the continuation of informal relations between student clubs, associations, organizations and members of the University community relating to Undergraduate Students, including relations with a Department, School or Faculty of the University.

- c. For the purposes of this Agreement, references to the Union include a Union Club.
- d. The Parties acknowledge that they anticipate expansion of the University with the development of a new campus in the Town of Milton during the term of this Agreement and agree to engage in discussions to review and revise this Agreement, as appropriate.
- e. The Parties acknowledge that students enrolled in the Laurier English for Academic Foundations ("LEAF") Program at the Brantford Campus are not Undergraduate Students and not members of the Union. LEAF students, however, are eligible to receive some services provided by the Union and required to pay the applicable fees relating to those services. Fees for these agreed upon services shall be collected by the University and remitted to the Union in accordance with the process set out in section 8, Financial Services.

4. REPRESENTATION

- a. The Parties recognize the importance of representation by Undergraduate Students on University committees and governing bodies. Undergraduate Students will be represented on the Board of Governors, Senate, Student Affairs and other faculty or departmental committees in accordance with the Act, by-laws, University policies or procedures, or other applicable protocols or terms of representation or as may be set out in other agreements, including, but not limited to the Student Affairs Administration Agreement and the Protocol Agreement on Non-tuition Fees.
- b. Election or appointment to these committees or positions will be in accordance with protocols or practices established by the applicable faculty, department, committee, or governing body, including the MOU respecting elections to the Board of Governors and Senate.

5. CONFIDENTIALITY

- a. In order to allow for their elections and other core operations, the University may provide personal information of Undergraduate Students to the Union as noted in the Notice of Collection, Use or Disclosure of Personal Information. The University may also use personal information of students to collect fees on behalf of the Union and other student organizations. The University, has also highlighted in the Notice of Collection, Use or Disclosure of Personal Information that it, on behalf of these student organizations, discloses students' personal information to insurers selected by the students' associations.
- b. The University agrees to provide to the Union such confidential, proprietary or personal information of the University or its Undergraduate Students as may be necessary to effect the terms of this agreement. The Union acknowledges and agrees that it and its respective directors, employees, agents, contractors, assigns and volunteers shall collect, use, retain and destroy all confidential and personal information in accordance with University policies and procedures and Ontario's *Freedom of Information and Protection of Privacy Act*. The Union acknowledges that the University is relying on this representation in providing confidential and personal information under this Agreement and that any breach is a fundamental breach sufficient to trigger the dispute resolution and/or termination provisions in this Agreement.

- c. In an effort to promote a safe environment and the application of university policies and procedures, the University and Union agree to share personal information for a background screening process for Undergraduate Students who have applied for student staff or volunteer positions with the Union. This process requires the student who has applied for the staff or volunteer position with the Union to provide express written consent and will follow the process as set out Appendix A, as attached.
- d. The Union acknowledges and agrees that any mailings, including electronic correspondence, completed by it using information from the University, including mailings to Undergraduate Students, or University employees, shall comply with University policies, the requirement of Ontario's Electronic Commerce Protection Regulations, Canada's Anti-Spam Legislation and such other applicable legislation or regulations, as amended from time to time.

6. CAMPUS SAFETY

- a. The University and the Union agree to maintain and work towards improving safety conditions on all campuses. To this end, the Union commits to provide services including the following for students:
 - i. Foot Patrol Walk Home and Drive Home Programs;
 - ii. Food Bank Programs;
 - iii. Healthy Lifestyles Committee;
 - iv. Emergency Response Team on Waterloo Campus.
- b. The University agrees that the Union provides services to its members and to the community that are highly valuable. The Union agrees to continue to provide and support the services listed in 6 (a) for the duration of this Agreement.
- c. The University will provide a minimum of 350 square feet, and 150 square feet of space on the Waterloo Campus for the Emergency Response Team service of the Union, and other services of the Union, respectively.
- d. If requested by the Union, the University will endeavour to provide reasonable space on the Brantford Campus for campus safety initiatives provided by the Union.

7. OPERATIONS

a. Employees

- i. Prior to September 1, 2008 the Union participated in the WLU Pension Plan as an associated employer as defined in the Preface of the Plan Text. The University will continue to allow employees or former employees of the Union who are active or variable vested members to participate in the WLU Pension Plan. The Union will fund in full the participation cost of its employees enrolled in the pension plan of the University.
- ii. The University agrees to allow the full-time employees of the Union to purchase Athletic memberships at the same rate available for University employees at the applicable campus.
- iii. The Union shall be responsible for maintaining an independent Workplace Safety & Insurance Board identification number, Occupational Health and Safety Policy, and Joint Health and Safety Committee.

- iv. The Union agrees that all employees and/or Executive members of the Union shall comply with all approved University policies, procedures and guidelines, as may be amended from time to time.
- v. The University will display full time continuing positions posted by the Union on the appropriate area of the website of the University.
- vi. The University will permit Union employees to register for all Employee Assistance, education, and celebration programs offered by the University to its own employees. The Union will pay the University for the cost of the participation of Union employees in incentive, education, celebration, and assistance programs offered by the University to its own employees.
- vii. The University recognizes the unique nature of the role of the Union President and as such has agreed to provide for an apartment on the Waterloo Campus for up to 12 months on an annual basis. The Union agrees to compensate the University for that apartment at the annual rate to be confirmed each year during the budget planning process. The value of this apartment will be indexed for inflation as the comparable rates are increased through the budget process. This transfer will occur as an annual transfer between the Union and the Residence Office. The Union agrees that the incumbent will be responsible for adhering to residence policy where appropriate as defined in the agreement signed at the start of each new term in office. In addition, the Union agrees to allow access for regular cleaning of the apartment as well as for repair and maintenance. A minimum of one week each year will be required for the annual maintenance and cleaning of the apartment to prepare for the new occupant. Any plans to modify the décor of the apartment must be presented for approval to the designated facility coordinator within the residence office.
- viii. The University recognizes the unique nature of the role of the Union Executive members, and as such has agreed to provide apartments on the Waterloo Campus during the summer term. The Union agrees to compensate the University for these apartments. The location and rate for these rooms will be determined on an annual basis as needed.
- ix. The University recognizes that the student executive members may from time to time, not be full time students. In order to benefit from the student experience, arrangements will be made, upon request, to provide student Executive members with a University One Card with the equivalent status of a full time undergraduate student with access to student services including a UPASS. All fees for student services (e.g. UPASS) will be covered by the Executive member.

b. Space and Building Services

- i. The University recognizes that the Union requires access to space on the Waterloo and Brantford Campuses to engage in Union activities and deliver services to Undergraduate Students. The Parties agree that the current Union space located on the Waterloo Campus in the FNCC and on the Brantford Campus in the SC (collectively, the "Union Space") appropriately meets the

Union's operational needs and will continue to be available to the Union for its use and occupation.

- ii. The Parties agree to enter into discussions when additional or alternative space requirements are identified.
- iii. The Union shall be responsible for the management of the affairs of the Union Space, subject to the provisions of this Agreement and its Appendices. Repairs, maintenance and services relating to operations of the FNCC and SC shall be as set out in Appendix B.
- iv. If major renovations or capital improvements are required for the Union Space, the Union and University shall negotiate in good faith an arrangement to cover the costs of the renovations or capital improvement(s), which may include contributions by the Union, University and/or donations through the Student Life Levy or other donors.

c. Competition

- i. The Union shall not enter into direct commercial competition with the University on a University Campus, by duplicating any services already provided by the University, except for the services provided by the Union in the FNCC and SC, or as otherwise set out in this Agreement or may be agreed to in writing by the Parties. Conversely, the University will not enter into direct commercial competition with the Union by duplicating any services that the Union provides in the FNCC or SC. The Union shall notify the AVP, Student Services, of any new business venture proposed by the Union on a University Campus and the Parties will meet to discuss the proposal. Should the University, acting reasonably, consent to the proposed activity, the Parties will negotiate the terms of the arrangement, which shall be set out in writing and included as an appendix to this Agreement.

d. Trademarks and Insignia

- i. The University has officially registered trademarks, pursuant to the Trademarks Act of Canada. The Union agrees to comply with all University policies and guidelines, as may be amended from time to time that protect and regulate the use of all University names and branded property and will not do anything that could impair the University's ownership of University names and branded property.
- ii. The graphic images of the Union are identified in the attached Appendix C and may be updated from time to time by letter of understanding with the University. The Union is permitted to use those graphic images at no cost, and without seeking further permission from the University, even though elements of those images are the same as the trademarks of the University. Such permitted use does not provide the Union with any right of ownership or interest in University branded property.

e. Food Services

- i. The University and the Union agree to continue their collaboration in the operation of food services for the preparation, sale and service of food to the public on University campuses. The terms and conditions for the food service operations by the Union are as set out in Appendix D to this Agreement.
- ii. The Union will be solely responsible for any vending machines in the FNCC or SC.
- iii. Vending services at the Brantford Campus are as set out in the Vending Services Agreement and Amendment Agreement in Appendix E.

f. Liquor License

i. License

The Union shall retain the license for the sale and service of liquor on the Waterloo Campus and Brantford Campus at the specific locations and under the terms and conditions for the sale and service of liquor by the Union as set out in Appendix D to this Agreement.

ii. Operations

The control procedures as set out in the Liquor License Act must be adhered to on the strictest basis and the Union. In cooperation with the University, the Union must develop processes to ensure compliance, as provided for in Appendix D to this Agreement.

g. University Space Bookings

i. Booking Space

As a University Affiliate under the University Booking of University Space and Facilities policy, the Union has access to book University Space and Facilities. University Student Groups authorized by the Union are also eligible to book University Space and Facilities. Students are responsible to cover all required booking fees and other charges associated with the use of University Space and Facilities.

ii. Concourse

The Concourse may be booked by students through the OneCard Office in accordance with OneCard Office booking processes and University policies and procedures.

On an annual basis, the Union and OneCard office will coordinate events or activities for which the Union will have priority access to the Concourse. The Union is responsible to cover all required booking fees and other charges associated with the use of the Concourse and any other University Space and Facilities.

iii. Equipment and Media Technology

University Students Groups who book University Space and Facilities are required to use Laurier-approved audio-visual, public address or other media technology and are responsible for all applicable charges or costs for Equipment or Media Technology, including set-up/tear-down costs.

h. Information Technology

The Union and University have created a service level agreement for Union IT resources. The scope of service will include, but will not be limited to: telephones, computer hardware, network resources, and software. The agreement is attached as Appendix F.

i. Parking

- i. The Union shall have the right to acquire non-reserved staff parking spaces (Gold Permits). The Union will pay for all Gold Permit parking spaces at an annual rate per permit equal to the University's then current Gold Permit rate.
- ii. The parking space for the Union's Hospitality department on the Waterloo Campus will be a signed reserved space and the Union will be billed at the annual rate for reserved spaces.
- iii. Foot Patrol: The University will allocate one reserved space at the Waterloo Campus and one reserved space adjacent to the SC at the Brantford Campus for use by the Foot Patrol vans. The Union is responsible to pay 50% of the applicable permit rates associated with the parking spaces agreed upon by the Parties for the Foot Patrol vans. This will increase to full cost recovery once FAM has implemented that policy for all related departments.
- iv. If needed, the University will allocate up to two more spaces for the Union, subject to availability. The Union is responsible to pay the regular University permit rates associated with Union parking spaces, as adjusted from time to time.

j. Campus Information System

- i. The University will provide access to the campus information system "LBTV" for the promotion of Union activities at the Brantford Campus as long as LBTV continues to be available. The University has no obligation to maintain LBTV and has the final right of approval of any content posted on LBTV. In the event that the University implements a campus information system at the Waterloo Campus, the Union shall have access for promotion of Union activities at the Waterloo Campus.

k. Communication

- i. The University will provide the Union with Undergraduate Student contact information to facilitate efficient means of communication with the Union's members. The Union may communicate with the Union's members by email, using official University issued email addresses that are the property of the University. All communication by the Union with Undergraduate Student must follow the requirements in section 5, Confidentiality, set out above in this Agreement, as well as all applicable University policies, including, but not limited to, policy 6.1 Prevention of Harassment and Discrimination, policy 9.1 Use of Information Technology, policy 10.1 Information Availability and Privacy Protection, policy 12.3 Non-Academic Student Code of Conduct, and policy 12.4 Gendered and Sexual Violence Policy and Procedures.

- ii. On occasion, and not more than four (4) times per month, the Union may send communication to its members by providing formatted content to the University Student Affairs' office, for immediate distribution.
- iii. The University and Union agree to work together to establish a new protocol for electronic communication to replace email lists during the Term.

I. Other Agreements

In addition to this Agreement, the University and the Union have entered into other binding agreements. All such agreements, while standing on their own as to operation and enforcement, shall be interpreted in accordance with the principles set out in this Agreement including, but not limited to the list set out below, as well as any additional agreements entered into by the Parties during the Term:

- Student Life Levy (SLL) Agreements specific to each Campus
- Student Affairs Administrative Agreement (SAAA)
- Waterloo Bus Pass Agreement (UPASS)
- Sustainability Fee Agreement
- Wilgar Bursary Agreement
- Brantford Bus Pass Agreement (UPASS)
- Faculty Based Fees Agreement
- Protocol Agreement on Compulsory Non-Tuition Fees
- Laurier Brantford Athletic Facility Fee Agreement

8. FINANCIAL SERVICES

a. Loans and Line of Credit

The University and the Union have entered into a Comprehensive Loan and Debt Agreement, effective November 2017, which sets out the terms and conditions of the long-term loan(s), guarantee(s) and line of credit provided by the University to the Union. The Comprehensive Loan and Debt Agreement is attached as Appendix G to this Agreement.

b. Financial Services of the University

- i. The University agrees to provide aggregate enrollment information to the Union as requested.
- ii. The University agrees that the Union's fees provide direct and indirect financial benefit to the University. The University agrees during the term of this Agreement, to provide valuable financial services to the Union for the fee of \$1.00 paid at the time this agreement was ratified. These services include:
 1. The assessment, collection and remittance of applicable student fees including, but not limited to:
 - a. The SAC Fee - the Student Administration Council Fee which supports the operation of the Union;
 - b. The Enhancement of Student Life Levy - a campus-specific fee levied to all undergraduate students applied towards the

- general enhancement of student life under the terms of campus-specific agreements;
- c. The Student Health Plan - the Undergraduate Student Health Plan administered by the Union with the fee collected in the fall academic term only;
 - d. The Student Dental Plan - the Undergraduate Student Dental Plan administered by the Union with the fee collected in the fall academic term only;
 - e. The FNCC Fee – the fee that provides support in the cost of operating and maintaining the Fred Nichols Campus Centre at the Waterloo Campus;
 - f. The Sustainability Fee - the fee collected for the creation and operation of a Sustainability Office;
 - g. The Faculty Based Fees- the fee collected to allow for faculty based club activities and programming to provide Laurier students access to resources that support student learning and improve the student experience;
 - h. The UPASS Fee (Waterloo and Brantford) - the fee with which the Union purchases the Universal Grand River Transit or Brantford transit Pass as applicable for all full time students of the University;
 - i. The Brantford Student Union Building Fee - the fee that provides support in the cost of operating and maintaining the student centre at the Brantford Campus.
 - j. Brantford Food Services Facility Fee - the fee to be applied toward the costs of construction of a food service facility at the Brantford Campus.
 - k. Laurier Brantford Athletic Complex Fee – the fee that supports the creation of a new recreation complex in partnership between Laurier and the YMCA.
 - l. Laurier Brantford Program Association Fee – the fee supports faculty and program based student associations that provide resources for student clubs and events
 - m. Students’ Union Essential Services Fee – the fee supports the continued growth and sustainability of the Food Bank, Foot Patrol, and ERT program
 - n. Students’ Union Advocacy Fee – the fee that supports influential provincial advocacy efforts, including initiatives in collaboration with the Ontario Undergraduate Student Alliance.
 - o. Orientation & Transition Fee – the fee that supports all transition programming including Orientation Week and Headstart.

2. Any additional mailing that the Union requests from the University will be completed on a cost-recovery basis. The rate will be confirmed annually upon request by the Union.
3. The Union and the University shall finalize a formal process to follow for signed, written notice from the Union and signed, written confirmation from the University to confirm all applicable student fees in 8. b. (i) above for the following fiscal year, which written notice will be provided by the Union to the University annually no later than March 15th. The University shall not amend any student fees set out in 8. b. (ii) 1. without prior written confirmation from the Union in accordance with the agreed upon process.
4. The Union verifies that it has authority to direct the University to collect the fees listed in (b) 1 above and that valid, up-to-date authorization through a student referendum is in place for any fee subject to referendum approval. In the event that such authorization expires or is revoked, the Union will notify the University, in writing, as soon as possible, and in not less than ten (10) business days following the expiration or revocation, to confirm that the University should cease assessment, collection and remittance of the fee.

c. Settlement of Accounts

- i. The Union and the University agree that all amounts except those amounts relating to One Card owing between the Parties are to be settled within thirty (30) days of the end of the Spring and Fall terms and within sixty (60) days at the end of Winter term (Fiscal Year End).
- ii. One Card fees owed to the Union will be remitted monthly at a minimum by the One Card office directly to the Union with the appropriate documentation.
- iii. The University will provide reconciliation documents within 60 days following the end of the Fiscal Year relating to the settlement of the accounts referred to in 8. b. ii. 1. The Union may request an Internal Audit review of one fee annually and will pay for the cost to perform that review.
- iv. For the Term of this Agreement, the amounts owed in section 6. b. and 8. b. ii. will be considered as 'paid in full' since they are equivalent amounts.
- v. On an annual basis, the Union will be billed a proportionate share of the bad debt related to fees billed and not collected by the University. The percentage will be agreed to annually between the Parties.

d. Remittance of Fees

- i. The fees listed in paragraph 8. B. ii. above shall be remitted to the Union as follows:
 1. The University will pay to the Union \$300,000 on August 1st. This will be a draw against fees owing for the fall semester. The amount will be reviewed if the enrolment of the University changes significantly enough that both Parties agree to an evaluation.

2. The University will pay to the Union \$700,000 on October 1st. This is a further draw against fees owing for the fall semester. The amount will be reviewed if the enrolment of the University changes significantly enough that both Parties agree to an evaluation.
 3. The balance of any fees owing to reach ninety percent (90%) of the fees shall be paid on or before the 15th day of June (for Spring semester) and the 15th day of November (for the Fall semester) and the 15th day of February (for Winter semester). For clarity, the amount paid for the fall semester will be 90% of the fees less the amounts paid out in 1. and 2. above.
 4. The balance of the fees shall be remitted to the Union within 30 days of the end of each academic term.
- ii. The Health Plan Fee and Dental Plan Fee (if applicable) shall be remitted annually by the University on behalf of the Union in the following manner:
 1. Ninety (90%) percent of those fees collected by the University shall be paid on or before the 15th day of October (for the Fall semester) and the 15th day of February (for the Winter semester);
 2. The balance of those fees shall be paid to the Union within 30 days of the end of the Fall and Winter semesters;
 - iii. The amounts transferred from the University shall, on the request of the Union, be subject to a financial audit to determine the number of eligible undergraduate students, which shall be completed by the University's Internal Auditor, if available, or such other qualified auditor as agreed upon by the Parties. The Union shall cover the costs of any audit completed at their request by an external auditor unless the audit identifies a discrepancy between the University reported number of eligible Undergraduate Students and the audited number of eligible Undergraduate Students of more than ten percent (10%).
 - iv. The Sustainability Fee will be held in reserve by the University and will fund the operation of the University Sustainability Office. The balance (if any) in this fund remaining at the end of each Fiscal Year will be reviewed with the Union. The University will work with the Union to determine the best use of any surplus funds.

e. Utilities

The University shall supply utilities to the FNCC and the SC. The terms associated with the costs and supply of utilities to the Union in the FNCC and SC shall be in accordance with Appendix B.

f. Contracted Services

The University is responsible to complete all inspections and audits for University equipment, buildings, services and property. The terms associated with the costs and supply of Contracted Services for the inspection, repair and maintenance of University equipment, buildings and services in the FNCC and SC shall be in accordance with Appendix B.

g. Non-Tuition Fees

Non-Tuition Fees will be determined in accordance with the Protocol Agreement on Compulsory Non-Tuition Fees prescribed by the Province of Ontario and agreed to by the Parties, as may be amended from time to time.

h. Financial Accountability

The Union acknowledges that it is responsible for its financial operations and is committed to accountability and transparency. The Union will report to the University, as soon as possible, any conduct by a Union employee, volunteer, representative or Board member that could be considered financial misconduct, fraud, theft, misappropriation of Union assets or abuse of public trust. In the event that the University receives a disclosure concerning an actual or perceived financial wrongdoing involving Union funds or assets by a Union employee, volunteer or Board member, the University may take all necessary and appropriate action to investigate and respond, including completing a financial audit.

i. Fundraising

The University acknowledges there may be times when it agrees to partner with the Union on fundraising activities that are ancillary and incidental to the University's charitable educational purposes. Any activity undertaken by the Union for which the University will accept and receipt charitable donations is at the sole discretion of the University, with the terms and accountabilities addressed in advance in a separate written agreement.

9. INSURANCE

- a. The Union shall maintain public liability insurance, including host liquor liability, with liability limits of not less than Five Million (\$5,000,000.00) Dollars for any one accident or occurrence and property damage insurance of not less than Five Million (\$5,000,000.00) Dollars subject to a limit of Five Million (\$5,000,000.00) Dollars in any one accident or occurrence involving both public liability and property damage and to the extent of the foregoing shall have such policies of insurance show the University as an additional named insured. The Union shall hold harmless and indemnify the University against any and all claims, actions, or judgments, from injury to persons or damage to or loss of property, including all costs of defense fees incurred by the University or its insurer in defending such action, arising from any and all operations or actions of the Union. This includes, but is not limited to claims, actions or judgments arising from the operation of any Union licensed establishment and out of the operation of motor vehicles by patrons leaving the Union's licensed establishment and patrons on the campus entering or leaving the licensed establishment.
- b. It is expressly understood and agreed that the University shall, in no way, be responsible for any theft, disappearance or other misappropriation of any of the equipment to be installed by the Union, for the theft, disappearance or other misappropriation of moneys, food supplies or any other property of the Union wherever located. The

University shall not be liable for any damage or injury to the goods and property of the Union, or its directors, employees, agents, contractors, assigns and volunteers done or occasioned by or from electrical wiring, plumbing, water, gas, steam or other pipes, or the breaking of any electric wire, the bursting, leaking or running of water from any service, or from refrigeration failures of any nature; or for any damage occasioned by fire, explosion, electricity, smoke, or for the loss of the theft of any property of the Union however occurring. The Union shall be responsible to maintain adequate insurance to protect itself in the event of the above-noted occurrences.

- c. It is expressly understood and agreed that the Union shall, in no way, be responsible for any theft, disappearance or other misappropriation of any of the equipment installed by the University, for theft, disappearance or other misappropriation of moneys, food supplies or any other property of the University located in the University-occupied space in the SC. The Union shall not be liable for any damage or injury to the goods or property of the University done or occasioned by or from electrical wiring, plumbing, water, gas, steam or other pipes or the breaking of any electrical wire, the bursting, leaking or running of water from any service, or from refrigeration failures of any nature; or for any damage occasioned by fire, explosion, electricity, smoke, or for the loss or theft of any property of the University or its directors, employees, agents, contractors, assigns and volunteers in the SC however occurring. The University shall be responsible to maintain adequate insurance to protect itself in the event of the above-noted occurrences.

10. OTHER PROVISIONS

- a. The Union shall comply with all applicable provisions of federal, provincial and local laws, ordinances and regulations and shall procure, at its expense, all licenses or permits necessary to lawfully operate all of its facilities on the Campus.
- b. The Union acknowledges that all Union Clubs and their activities are under the Union's direction and such Union Clubs are responsible to comply with all University-approved policies and procedures and applicable provisions of federal, provincial and local laws, ordinances and regulations
- c. The Union, including Union Clubs, shall not use the name or registered marks of the University in making contracts with suppliers or in any other manner. The Union shall make all contracts in its own name and the Union, alone, shall be responsible for purchases and contracts made by it. The University shall not be responsible for any goods purchased by the Union, nor for any other obligations or liabilities assumed or created by the Union or Union Clubs.
- d. The Union, including Union Clubs, shall not set or hold itself out to be an agent for the University and nothing herein shall be construed as creating a relationship of employment, partnership, joint venture, or agency. The Union acknowledges that all employees of the Union are its sole legal responsibility and the University has no obligations at law and, in particular, under applicable labour, employment and health and safety legislation.
- e. The Union shall not assign or transfer this Agreement or any portion thereof without written approval of the University.

- f. All appendices and schedules to this Agreement shall form part of this Agreement.

11. TERMINATION

- a. Termination Due to Bankruptcy/Cease to Carry on Business: Either Party may, by written notice to the other Party, immediately terminate this Agreement, in the event the Party (i) discontinues its operations; (ii) makes an assignment for the benefit of creditors; or (iii) becomes bankrupt or insolvent.
- b. Termination for Cause: Either Party may, by written notice to the other Party, terminate this Agreement for cause as follows:
 - i. Where there is a material breach of this Agreement that is not remedied within thirty (30) days' written notice to Party in breach; or
 - ii. Immediately by Laurier in the event that the Union or an employee, agent or representative of the Union engages in any material wrongful or negligent act in connection with the performance of its obligations under this Agreement.
- c. Termination at the End of the Term: Either Party may, by written notice to the other Party, terminate this Agreement at the end of the Term. Notice of termination shall be provided in writing not less than three (3) months prior to the end of the Term.
- d. Termination Due to Force Majeure Event: Neither Party shall be liable for any loss, default, or damage caused by any failure to perform any term or condition of this Agreement where such failure is caused solely by an event or occurrence beyond its reasonable control including, without limitation, war, strikes, fires, floods, acts of God ("Force Majeure Event"). Each Party shall have the right to terminate this Agreement, without liability, pursuant to this paragraph upon the occurrence of a Force Majeure Event, and any such termination is conditional upon delivery of written notice to the other Party setting forth the basis for such termination.

In the event of termination, for any reason, the Parties shall work together and make all reasonable efforts to fulfil their obligations to Undergraduate Students. The Parties shall complete a financial reconciliation and address all payments owing under this Agreement as of the effective date of termination.

12. DISPUTE RESOLUTION

In the event of any dispute arising between the Parties relating to this agreement, the Union's Executive Director, or designate, will follow up with the AVP, Student Services, or designate, to attempt to resolve such dispute. If the dispute cannot be resolved through discussions at this level, the President of the Union and the VP, Student Affairs of the University (or applicable designates) shall attempt to resolve the dispute. If the dispute is not resolved after consideration by these individuals, either the Union or the University may refer the dispute to a mediator for assistance in reaching a mutually agreed upon resolution. The Party requesting mediation shall provide a list of three possible mediators to the other Party who will choose a mediator from the list. Costs of mediation shall be shared equally by the Parties. In the event that the dispute cannot be resolved through mediation, the Parties will consider whether the working relationship can continue and may explore termination in accordance with this Agreement.

13. GOVERNING LAW

This Agreement will be governed by the laws in force in the Province of Ontario. If any of the provisions or portions of this Agreement are invalid under any applicable statute or rule of law, they are to that extent deemed to be omitted from this Agreement.

14. REVOCATION

The Parties agree, by the execution of this Agreement, that all prior Operating Procedures Agreements between the University and the Union are revoked and canceled.

This Agreement includes several Appendices as listed below:

Appendix A	Student Staff and Volunteer Screening
Appendix B	Facility and Asset Management Operations
Appendix C	Trademarks and Insignia
Appendix D	Food and Beverage Services
Appendix E	Amendment to Vending Services Agreement
Appendix F	ICT Service Level Agreement
Appendix G	Comprehensive Loan and Debt Agreement

SIGNING PAGE FOLLOWS

In Witness whereof the Parties have, by the signatures of their duly authorized officers, executed this Agreement on the date first set out above.

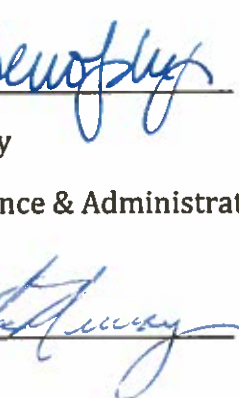
WILFRID LAURIER UNIVERSITY

Per: 

Date: Dec 17/18

Deborah Dubenofsky

Vice-President, Finance & Administration

Per: 

Date: Dec. 13, 2018

David McMurray

Vice-President, Student Affairs

We have authority to bind the University

WILFRID LAURIER UNIVERSITY STUDENTS' UNION

Per: 

Date: Dec. 11/2018

Adam Kovacs

Chair, Board of Directors & CGO

Per: 

Date: Dec 11/2018

Tarique Plummer

President & CEO

Per: 

Date: Dec 11, 2018

Phil Champagne

Executive Director & COO

We have authority to bind the Corporation

APPENDIX A – STUDENT STAFF AND VOLUNTEER SCREENING

As part of the Student Union background screening process for Undergraduate Students who have applied for a volunteer or staff member position with the Union, the Union may request the following information from the University. This information will only be provided when the Union has express, written consent from the student to the sharing of the University information with the Union.

All information shared by the University with the Union will be confidentially retained and accessed only by those Union employees or directors who need the information to do their job. Records will be retained only for the current academic year (September 1 – August 31) and will be confidentially destroyed within 30 days of the start of the next academic year.

1. GPA

GPA screening for student staff and volunteers with the Union will be completed three times per year (start of Fall, Winter and Spring/Summer academic terms). The Union will forward, in writing, the following information about the students to be screened for minimum GPA to the Associate Registrar, Financial Aid and Services, or such individual or department as directed by the University:

- Student First Name
- Student Last Name
- Student ID Number
- GPA requirement to be met (can be different depending on role with organization)

Within two weeks of receiving this request, the University shall provide a written report to the Students' Union that includes:

- Student First Name
- Student Last Name
- Student ID Number
- Confirmation (Yes or No) on whether the student has the required minimum GPA.

2. Code of Conduct or Gendered Violence Policy

The Union may request, in writing, that the Dean of Students' Office on the applicable University Campus confirm if a student who has applied for a volunteer or staff member position has been found responsible for a violation of the Non-academic Code of Conduct or Gendered Violence Policy or used the Voluntary Accountability Process under the Gendered Violence policy to address a disclosure of gendered violence. In the event that the Dean of Students' Office confirms one of these situations, the Students' Union shall communicate with the student applicant to consider the student's suitability for the position.

APPENDIX B – FACILITY AND ASSET MANAGEMENT OPERATIONS

1. General

- 1.1 The University shall, in all cases, supervise activities for the supply of custodial, grounds, maintenance, service for repairs, and minor renovations to the FNCC and/or SC. Such maintenance and repairs will be performed at the full cost of the Union unless specified otherwise in this appendix. In the process of managing the affairs of the FNCC and SC, the Union must comply with all relevant and current University policies.
- 1.2 The employees and agents of the University shall have the right of access at all times to the FNCC and/or SC.
- 1.3 The LLC and the AVP, FAM, prior to implementation, must review any plans for structural change, major renovations or capital improvement to the Union Space.

2. Waterloo Campus: Fred Nichols Campus Centre

2.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance of the FNCC and all HVAC and infrastructure associated systems that service the building on a shared basis. Laurier will cover 23% and the Union 77%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the FNCC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The Union shall reimburse the University for the cost of repairs required for the regulated equipment and systems listed in b) except where negligence on the part of the University has contributed to the repair requirement. The University is responsible to communicate any required repairs to these systems upon discovery of the concern.
- d) The costs related to the elevator systems in the FNCC will be shared using the same formula (Laurier 23% and Union 77%). Capital replacement will also follow the same formula in addition to a specific financing plan will be arranged with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- e) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the FNCC.
- f) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work.

2.2 Utilities

- a) The University shall supply utilities to the FNCC with the costs shared between the two parties using the same formula as defined above in Building Services (University 23% and Union 77%). This formula reflects the common use of space in the buildings for student study space, access to other buildings and space occupied by the University for Departments of the University.
- b) For the purposes of annual budgeting the University will provide the Union with the actual breakdown of usage for the preceding calendar year (January 1 – December 31) by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) For clarity, electricity is directly metred for the FNCC and will be summarized monthly with reports being sent to the Union within thirty (30) days of the end of the month.. The charge for water and gas is based on a sq. ft. percentage and modified usage formula.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

2.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated cost for the associated supplies. Any additional work required beyond what is defined will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Sunday daily requirements Nights (10:00 pm – 6:30 am, 2 people)

24 Hour Lounge & Cubicles:	Garbage stations, glass cleaning
Washrooms:	Full cleaning
Food Court:	Floors, washrooms, glass, handrails, garbage receptacles
Wilf's:	Full cleaning (Kitchen cleaning between 3am to 5am)
International News:	Floors, garbage
Hallways:	Dust mop, floor scrubber machine
Turret/Hawks Nest:	Full cleaning (Floors / all washrooms) OT as required
Foot Patrol office:	Full cleaning, garbage
South stairwell:	Loading area, doors, glass, elevator (floors/tracks/stain steel)
Quad entrance stairwell:	Full cleaning

Saturday and Sunday (12pm - 6pm, 1 person)

24 Hour Lounge Cubicles:	Tables, garbage, vacuum
Washrooms:	Full cleaning
Student Affairs Office, Campus Clubs room:	Saturday - Dust & Vacuum only
Student Union Office & Board room:	Sunday - Dust & vacuum only, collect front, back garbage stations inside main office
Cashier Office:	No cleaning on weekends
Quad Front Entrance:	Garbage, glass cleaning

Food Court:	Public washroom cleaning
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Monday to Friday (6 a.m. to 2:30 pm, 1 person) Before 8a.m.

Boardroom, Conference Rooms, Kitchenette & High Table:	Full cleaning
NE and NW Stairwells:	Full cleaning
U-Desk:	Wednesday full cleaning, garbage daily, computer counter

Monday to Friday After 8a.m.

Cubicles, Food Bank, Microwave & Campus Clubs Room:	Tables, vacuum, dust, garbage, glass spot cleaning, door handles, garbage stations
Washrooms:	Clean, dust mop, wet mop, flush toilet after clean, stainless
Quad Front Entrance:	Garbage (2x daily), glass cleaning, hand rail disinfectant, stainless ledges
Food Court:	Public washrooms – Check up
Turret & Hawks Nest:	Floors, walls spot cleaning, washrooms, tables, garbage
Wilf's:	Washrooms check up
North Elevator:	Floors, tracks & stainless steel
Cashier Office:	Friday morning clean up

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly),
- Replace light bulbs as needed
- Summer projects will be determined by Union staff and communicated to FAM staff. Charges related to projects will be covered by the Union
- All supplies and equipment required will be paid for by the Union

2.4 Grounds and Waste Management

- a) The University and the Union will each contribute 50% of the cost of repairs and disposal services in relation to the compactor.
- b) It is anticipated that the waste removal process using the compactor will be changed within the term of this agreement which will require the parties to revisit the cost sharing of that new process once confirmed.
- c) The Union will be solely responsible for the costs associated with recycling and organic waste collection related to the operations of the FNCC.

3. Brantford Campus: Student Centre

3.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance at the SC and all HVAC and infrastructure associated systems that service the building on a shared basis. The University will cover 50% and the Union 50%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the SC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The costs related to the elevator systems in the SC will be shared using the same formula (University 50% and Union 50%). Capital replacement will follow the same formula in addition to a specific financing plan arranged, if requested, with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- d) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the SC.
- g) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work..

3.2 Utilities

- a) The University shall supply utilities to the SC with the shared cost between the two parties using the same formula (University 50% and Union 50%). This formula reflects the common use of space in the buildings for student study space and space occupied by the University for administrative departments of the University. This will replace the annual payment provided by the University to the Union that previously was in place from the Office of Student Affairs.
- b) For the purposes of annual budgeting the University will provide the Union with the breakdown of usage for the preceding calendar year (January 1 – December 31 by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) Golden Grounds is a Union operated business that occupies space outside of the SC. The cost recovery rate for Golden Grounds will be all inclusive for cleaning and utilities and will be confirmed for budget purposes as per the same schedule as described in section (b). The rate for this space will be \$15 per square foot for each year for the term of the Agreement, including optional extensions.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

3.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated costs for the associated supplies. Any additional work required will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Friday daily requirements (3:00 am – 7:30 am, 1 person)

Front entrance and elevator lobby	Full cleaning, garbage
WLUSU Offices:	Floors, washrooms, glass, handrails, garbage receptacles
Washrooms:	Full cleaning
24 Hour Lounge	Full cleaning
Student Affairs Offices:	Full cleaning (Kitchen cleaning between 3am to 5am)
Wellness Centre:	Floors, garbage
All Hallways:	Dust mop, floor scrubber machine
Foot Patrol/Clubs office:	Full cleaning
Stairwells:	Full cleaning
Multi-Purpose Room:	Full cleaning

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly)
- Replace light bulbs as needed
- Set-ups requests in the Multi-Purpose Room
- Afternoon policing of spaces when required
- All supplies and equipment required will be paid for by the Union

WILFRID LAURIER UNIVERSITY



LAURIER



LAURIER ORIENTATION

APPENDIX D – FOOD AND BEVERAGE SERVICES

1. Overview of Food Services Operations

- 1.1 Both the University and the Union engage in the operation of the sale of food and liquor to the public in University buildings (the “Food Services”).
- 1.2 On the Waterloo Campus, the Union currently operates Food Services in the Fred Nichols Campus Centre (“FNCC”), including Wilf’s, the Terrace Food Court and the Hawk’s Nest.
- 1.3 On the Brantford Campus, the Union currently operates Food Services in Market Square with the Williams franchise and in the Research and Academic Centre with the Golden Grounds kiosk.
- 1.4 The principles that form the foundation for the food service operations on a University Campus include:
 - 1.4.1 Service - superior service for the customer;
 - 1.4.2 Quality- providing top quality products, atmosphere and promotions;
 - 1.4.3 Value- fair pricing in balance with quality products;
 - 1.4.4 Selection and Variety- range of alternatives that complement each other;
 - 1.4.5 Flexibility and choice- meal plan development and food concepts;
 - 1.4.6 Superior facilities and equipment;
 - 1.4.7 Fiscal responsibility and accountability;
 - 1.4.8 Research, evaluation and planning;
 - 1.4.9 Communication, marketing and promotion;
 - 1.4.10 Stable collaborative, cooperative leadership.
- 1.5 Currently, there are three different types of food and liquor facilities operated by the Union on University campuses:
 - i. Union Operated Food and Beverage Services;
 - ii. Contractor Operated Food Services; or
 - iii. Other Food Services.

2. Union Operated Food and Beverage Services

- 2.1 The Union Operated Food Services include:
 - a) Wilf’s at the Waterloo Campus;
 - b) Hawk’s Nest, including the Turret, at the Waterloo Campus; and
 - c) Golden Grounds at the Brantford Campus(collectively referred to as the “Union Operated Facilities” or separately as a “Union Operated Facility”).
- 2.2 Union Operated Facilities are run and managed directly by the Union with the use of Union employees.
- 2.3 Food quality will be of the utmost importance and is subject to all applicable inspections, regulations and legislation. The Union will provide notification, in writing, to the University within twenty-four (24) hours in the case of an inspection by Region of Waterloo Public Health (for Union Operated Facilities on the Waterloo Campus) or the Brant County Health Unit (for Union Operated Facilities on the Brantford Campus).

- 2.4 The University permits the Union to operate the Union Operated Facilities for food and liquor operations on property owned or leased by the University subject to the Union's continued compliance with all University policies and regulations, municipal by-laws, and all laws applicable to the general operation of food services and the sale of food and liquor to the Public.
- 2.5 The Union shall not sublet any of the Union Operated Facilities or any part thereof. The University acknowledges and agrees that, subject to the terms of this Appendix D and the Agreement, the Union may enter into an agreement with a third party service provider for the operation of the Union Operated Facilities, or any single Union Operated Facility, but is under no obligation to do so.
- 2.6 In the event that the Union decides to operate the Union Operated Facilities, in whole or in part, with a third party service provider, it agrees that the service provider will have no separate or independent right to access or occupy University property or buildings, or the Union Operated Facilities and that the neither the Union nor the University are in a landlord/tenant relationship with a service provider.
- 2.7 In the event that the Union decides to operate the Union Operated Facilities, in whole or in part, with an external third party service provider it shall immediately notify the University and will not act without the prior consent of the University and not before entering into a services agreement with any proposed service provider to comprehensively address the Union's and the University's respective obligations in the sale of food and alcohol (if applicable).
- 2.8 Prior to recommending a contract with a third party service provider, the Union will complete a comprehensive review of available vendors.
- 2.9 All service providers will be third party, arm's length corporate entities to the Union appropriately reviewed and vetted by the Union. The Union acknowledges that the University relies on the Union exercising appropriate due diligence in reviewing and recommending the potential service provider for the Union Operated Facilities.
- 2.10 In no event shall any agreement between the Union and a third party service provider grant rights or privileges greater than the rights or privileges provided by Laurier to the Union in the Agreement.
- 2.11 The University has the right to review any agreement between the Union and a proposed service provider in advance of its signing and to veto any agreement or proposed service provider if the University, acting reasonably, believes that the service provider is unable to comply with all legislation, University policies, insurance requirements, or other legal obligations relating to the sale of food and liquor to the public on University property. In the event that the University exercises its veto, this decision may be addressed between the Union and the University under the terms of the Dispute Resolution provisions in the Agreement in section 9.

- 2.12 All agreements between the Union and a third party service provider as the operator of a Union Operated Facility shall include the following terms:
- i) A fixed term of not more than five (5) years, with the option to renew for not more than a total of ten (10) years. The terms shall be consistent with the term of the Agreement;
 - ii) A right of termination as operator that includes immediate termination in the event of breach of any federal, provincial or municipal legislation or regulation, including, but not limited to, obligations under the Liquor License Act and health and safety legislation;
 - iii) No right of assignment by the service provider without consent of the University, acting reasonably;
 - iv) A requirement for the service provider to be subject to the policies, rules and regulations of the University while operating the Facility, provided that such policies, rules and regulations are in compliance with applicable laws. The Union will provide the service provider copies of such policies, rules and regulations which may be accessed through reference to the University web site for policies;
 - v) In a Union Operated Facility licensed for the sale of alcohol, a requirement that the service provider adhere to all terms of conditions as set out in this Agreement and any appendices relating to the sale of liquor, including responsibility to ensure that all licensed facilities are managed and operated in accordance with the requirements of the Ontario *Liquor Licence Act, 1990*, Chap. L19 as amended, and its regulations and other relevant legislation and for the administration of policies and practises pertaining to the sale and serving of liquor on Campus;
 - vi) A requirement that the service provider strictly comply with the Union's House Alcohol Service policy for Union Operated Facilities' staff and patrons which complies with the current requirements of Smart Serve Ontario, as may be amended from time to time;
 - vii) A requirement that all employees of the service provider have fulfilled their Smart Serve (or equivalent) training requirements and are in possession of a valid Smart Serve card (or equivalent) for the duration of their employment, before and during any time they will sell or serve alcohol;
 - viii) That the service provider indemnify and hold harmless the University, its governors, employees, representatives and agents from any and all losses, claims, suits, and/or costs, including all legal costs, concerning any damages, physical injuries or death caused by or related in any manner to the service provider's operation of the Union Operated Facility, including responsibility for any actions and omissions concerning the sale and service of food and alcohol and management and operation of the Facility;
 - ix) A requirement that service provider obtain and maintain all licenses and permits it requires to operate and manage the Union Operated Facility;
 - x) A requirement that the service provider maintain comprehensive general liability insurance, including product liability, personal injury and property damage insurance, with an inclusive limit of a minimum of Five-Million-Dollars (\$5,000,000) per occurrence for personal injury and/or death and/or property damage with the University included as an additional insured on each such policy. Such insurance shall provide that the policy cannot be reduced in amount of coverage set forth above or cancelled without thirty (30) days prior written notice to the University;

- xi) Responsibility for the service provider to address all costs, including reasonable repair and maintenance costs relating to the Union Operated Facility and Facility equipment;
- xii) That the service provider has policies or guidelines in place for the protection of personal information and agrees to comply with all applicable laws in respect of the collection, use and disclosure of personal information in relation to the operation of the Union Operated Facility, including personal information relating to any University students or employees;
- xiii) A force majeure clause protecting the University for any events or conditions that lead to a failure to perform any obligations under the Union's agreement with the service provider, including any decision by the University to shut down the University due to extreme weather, emergencies, or any strike or lockout on campus ;
- xiv) A dispute resolution clause that protects any interests of the University relating to the operation of the Union Operated Facility and does not rely on University resources (i.e. Office of Dispute Resolution) unless the dispute includes or relates to any action or obligation imposed by the University;

2.13 The Union agrees to maintain comprehensive general liability insurance, including personal injury and property damage insurance, with an inclusive limit of a minimum of Five-Million-Dollars (\$5,000,000) per occurrence for personal injury and/or death and/or property damage with the University included as an additional insured on each such policy relating to its use of the operation of the Union Operated Facilities. Such insurance shall provide that the policy cannot be reduced in amount of coverage set forth above or cancelled without thirty (30) days prior written notice to the University.

2.14 The Union hereby agrees to indemnify and save harmless the University, its governors, employees, representatives and agents from any and all losses, claims, suits, and/or costs, including all legal costs, concerning any damages, physical injuries or death caused by or related in any manner to the Union's operation, management or oversight of the Union Operated Facilities, including actions and omissions concerning the sale and service of alcohol, and the management of the facilities.

2.15 The costs associated with the space and services provided by the University for Union Operated Facilities shall be in accordance with Appendix B.

2.16 The offices of the AVP FAM and LLC (for facilities serving alcohol) must review and approve any plans for structural change or major renovations to a Union Operated Facility prior to the start of any work.

Liquor Licences

2.17 In 2007, the Union and University entered into a Memorandum of Agreement in which the University granted permission to the Union to sell and serve liquor at Union Operated Facilities on real property owned or leased by the University and to hold and manage its own liquor licence(s) for Union Operated Facilities. The University agrees that the Union may continue to hold and manage its own liquor license(s) and engage in the sale and service of liquor at Union Operated Facilities on both the Waterloo and Brantford Campuses.

- 2.18 The Union shall cooperate and work with the University's Liquor Licence Coordinator to ensure that all Union Operated Food and Beverage Services comply with the Ontario *Liquor Licence Act*, 1990, Chap. L19 as amended, applicable regulations, municipal by-laws and all policies and procedures of the University pertaining to the sale and/or service of liquor on a University Campus.
- 2.19 The Union agrees that it will not assign or transfer a liquor licence held by the Union without the University's prior consent, in writing. The Union may not contract out of or delegate its obligations in under a liquor licence it holds and uses at Union Operated Facilities on a University Campus.
- 2.20 The Union shall immediately notify the University in writing of any inspection, infraction, order or loss or suspension of its liquor licence(s) by the Alcohol and Gaming Commission of Ontario (AGCO) at a Union Operated Food and Beverage Service. In the event of a suspension of a Union liquor licence, the University has the right, but not the obligation, in its absolute discretion to hold and exercise a liquor licence for the sale of liquor in a Union Operated Facility.
- 2.21 In the event that the University has reasonable grounds to believe that the Union is in violation, or may be in violation, of any obligations relating to its liquor licence(s) or in the service and sale of liquor, it shall notify the Union, in writing, and at the University's absolute discretion:
- i. Provide notice of the violation or prospective violation and up to thirty (30) days to remedy the situation;
 - ii. Require the Union to suspend the use of the liquor licence(s) and all service and sale of liquor at Union Operated Facilities until the violation is remedied to the satisfaction of the University.
- 2.22 The Union acknowledges that the University is not liable to the Union, or any third party service provider with which the Union has a contract, for any loss, including gross or net profits relating to the suspension of the sale and service of liquor and/or use of the liquor licence(s).
- 3. Contractor Operated Food Services**
- 3.1 The University, Union and Aramark Canada Ltd ("Aramark") entered into a food services agreement effective September 1, 2012 (the "Services Agreement"), which agreement was extended pursuant to Amending Agreement #1 effective September 8, 2016, which extended the terms of the Services Agreement for five years to August 30, 2022.
- 3.2 The Aramark Operated Food Services are at the University and Union sites as set out in Schedule "F" of the Services Agreement and include all University operated food services and food services in the Terrace Food Court of the FNCC.
- 3.3 The Aramark Operated Food Services are governed by the terms and conditions of the Services Agreement (as amended) among the University, the Union and Aramark.

4. Other

The Williams Café in the Market Square building at the Brantford Campus is currently operated by the Union under the terms of a franchise agreement with the Union as franchisee. The parties acknowledge that the current franchise arrangement is under review and the Union agrees to follow all terms set out in this Appendix D and in particular sections 2 and 3 above, in any agreements addressing the food services arrangements with the Williams Café and the space currently occupied by the Williams Café. The parties agree to review and revise this Appendix D, as may be required to address this food services arrangement.

5. Catering

- 5.1 The Union is recognized as a current provider of catering on the Brantford Campus and is included in any list of preferred vendors for catering services by the University. The Union has the exclusive right to offer catering to groups using the FNCC (including Wilf's, the Hawk's Next and/or the Turret) at the Waterloo Campus.
- 5.2 The Union will request permission, through the applicable University processes, in the event they would like to be able to provide catering service to events on the Waterloo Campus that are coordinated by Union affiliated groups in areas outside the FNCC. Provided the event is private in nature and not open to the general public, this permission will not be unreasonably withheld.

6. New Food Service Ventures

- 6.1 The University acknowledges the substantial financial investment made by the Union in food services at the Brantford Campus. In the event the University decides to offer food services, which may include a dining hall, cafeteria or food court at the Brantford Campus, the University will consult with the Union and the Union will have the opportunity to be considered to become an operator of any planned food service at the Brantford Campus, subject to the terms and conditions as established by the University for the food service operation. Any such food service operation would be as a Union Operated Facility under the terms and conditions of this Appendix D.
- 6.2 This section 6 relating to new food service ventures does not apply to the Williams Café, as set out in section 4 above, or any changes to the food services arrangement for the Williams Café or space currently operated by the Williams Café.

7. Security

- 7.1 The University agrees to provide security services to Union Operated Facilities consistent with services available to University operations.
- 7.2 All Union Operated Food and Beverage Services shall have sufficient security during hours of operation to ensure full compliance with all security requirements, including University policies and legal and regulatory requirements. The Union and SCS will negotiate and enter into an updated Service Level Agreement to address security (the "Security SLA"), which will include the following:
- i. The development of an operational plan relating to security for all Union Operated Facilities for each academic term;

- ii. The provision of dates and times of regular operations, as well as any additional activities and events, planned for a Union Operated Facility where there will be the sale and service of liquor;
- iii. A security plan to address security for Union Operated Facilities including details on the support and services provided by SCS and costs associated with these services.

7.3 SCS is the University department with the authority to establish security requirements for University property, including any Union Operated Facilities at a University Campus. Security services may be provided by SCS or, at its discretion, the Union or a third party contractor in accordance with the Security SLA. Only University-authorized and supervised security is permitted on University property.

8. General

- 8.1 Save as may be provided elsewhere in this Appendix "D", the terms used in this Appendix shall have the same meaning and definition as those found in the Agreement between the University and the Union and to which this Appendix "D" is appended. This Appendix "D" shall form an integral part of the Agreement.
- 8.2 In case of conflict between this Appendix D and the OPA, this Appendix shall take precedence as it relates to the sale and service of food and liquor.
- 8.3 If there is a dispute pertaining to this Appendix D which cannot be resolved by the provisions of this Schedule or by agreement between the parties, the parties shall follow the dispute resolution process set out in section 12 of the OPA.
- 8.4 This Appendix is attached to and forms part of the Operating Procedures Agreement between the University and the Union as Appendix D, as outlined in section 7(e) of the OPA and revokes and replaces all other schedules or appendices dealing with food services between the parties.
- 8.5 This Schedule and the terms herein shall not be altered or changed, except without the express written consent of both parties.

APPENDIX E - AMENDMENT TO VENDING SERVICES AGREEMENT
(hereinafter referred to as the "Amendment Agreement")

BETWEEN:

WILFRID LAURIER UNIVERSITY ("University")

A corporation incorporated under a Special Act of the Province of Ontario

AND

WILFRID LAURIER UNIVERSITY STUDENT UNION ("Union")

A non-share capital corporation incorporated under the laws of the Province of Ontario.

WHEREAS:

A. The University and Union entered into a beverage and food vending services ("Vending Services") agreement effective September 1, 2009 in which the University agreed to provide space at the Brantford Campus for the Union to provide the Vending Services (the "Vending Services Agreement").

B. The term of the Vending Services Agreement had an effective end date of April 30, 2014 with the option to renew for a further period of five (5) years, with notice, to April 30, 2019.

C. The parties acknowledge that neither party provided notice to renew within the notice period as set out in section 2(ii) of the Vending Services Agreement and the Vending Services Agreement effectively ended as of April 30, 2015.

D. Notwithstanding the end of the term of the Vending Services Agreement, the parties have continued to operate Vending Services under the terms of the Vending Services Agreement.

E. This Amendment Agreement sets out the terms and conditions that amend the Vending Services Agreement. Except as otherwise set out in this Amendment Agreement, the terms of the Vending Services Agreement shall remain in full force and effect.

The Vending Services Agreement is amended as follows:

1. The Term in Section 2(ii) is amended and replaced to read:

The Term of this Agreement shall be for a period of four (4) years and eight (8) months starting on the Commencement Date and ending on April 30, 2014. The parties have an option to renew this Agreement for a further period of five (5) years. In the event that the parties fail to provide written notice on or before December 31, 2013 on the terms for the renewal, this Agreement shall be automatically extended for a period of five (5) years ending April 30, 2019. The University shall provide notice to the Union no later than January 31, 2019 of its intention to negotiate a new agreement for the provision of Vending Services at the Brantford Campus. In the event that the parties do not negotiate a new agreement by April 30, 2019, this Vending Services Agreement shall be at an end.

2. This Amendment Agreement may be executed in any number of counterparts, each of which when executed shall be an original and all of the counterparts together shall constitute one and the same Amendment Agreement.
3. This Amendment Agreement along with the Vending Services Agreement together form Appendix E to the Operating Procedures Agreement between the Union and University effective May 1, 2018.

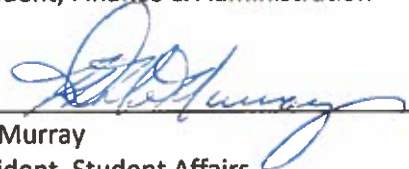
SIGNING PAGE FOLLOWS

This Amendment Agreement takes effect as of the latest date signed by the parties.

WILFRID LAURIER UNIVERSITY

Per: 
Deborah Dubenofsky
Vice-President, Finance & Administration

Date: Dec 17/18

Per: 
David McMurray
Vice-President, Student Affairs


Date: Dec. 13, 2018

We have authority to bind the University

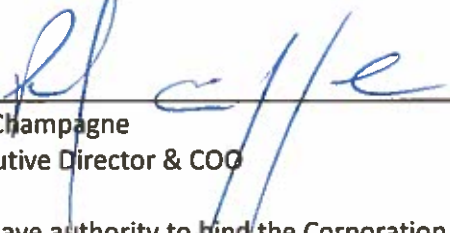
WILFRID LAURIER UNIVERSITY STUDENTS' UNION

Per: 
Adam Kovacs
Chair, Board of Directors & Chief Governance Officer

Date: Dec. 11/2018

Per: 
Tarique Plummer
President & CEO

Date: Dec 11, 2018

Per: 
Phil Champagne
Executive Director & COO

Date: Dec 11, 2018

We have authority to bind the Corporation

**Wilfrid Laurier University
Information and Communication Technologies**

**Service Level Agreement (SLA)
for
Student Union – Waterloo and Brantford Campuses
by
Information and Communication Technologies**

Effective Date: June 2017

Document Owner:

Information and Communication Technologies

Version

Version	Date	Description	Author(s)
1.0	04 15 2013	Service Level Agreement	Julie Topic
1.1	May 2014	Revised	Chris Turner
1.2	June 2014	Revised	Julie Topic
1.3	Jan 2015	Revised	Gary Wagner
1.4	Oct 2016 & April 2017	Renewal	Julie Topic

Approval

(By signing below, all approvers agree to all terms and conditions outlined in this Agreement.)

Approvers

ICT
Julie Topic
Student Union
Chris Turner

Role

Service Provider

Customer

Signed



Approval Date




Wilfrid Laurier University
Information and Communication Technologies

Service Level Agreement (SLA)
for
Student Union – Waterloo and Brantford Campuses
by
Information and Communication Technologies
Effective Date: June 2017

Document Owner:	Information and Communication Technologies
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1.4	Oct 2016 & April 2017	Renewal	Julie Topic

Approval

(By signing below, all Approvers agree to all terms and conditions outlined in this Agreement.)

Approvers	Role	Signed	Approval Date
ICT Julie Topic	Service Provider		
Student Union Chris Turner	Customer		

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1. Agreement Overview

This Agreement represents a Service Level Agreement (“SLA” or “Agreement”) between **Information and Communication Technologies** and The Student Union for the provisioning of ICT services required to support and sustain Student Union IT services.

This Agreement remains valid until superseded by a revised agreement mutually endorsed by the stakeholders.

This Agreement outlines the parameters of all ICT services covered as they are mutually understood by the primary stakeholders. This Agreement does not supersede current processes and procedures unless explicitly stated herein.

2. Goals & Objectives

The purpose of this Agreement is to ensure that the proper elements and commitments are in place to provide consistent ICT service support and delivery to the Customer(s) by the Service Provider(s).

The goal of this Agreement is to obtain mutual agreement for IT service provision between the Service Provider(s) and Customer(s).

The objectives of this Agreement are to:

- Provide clear reference to service ownership, accountability, roles and/or responsibilities.
- Present a clear, concise and measurable description of service provision to the customer.
- Match perceptions of expected service provision with actual service support & delivery.

3. Stakeholders

The following Service Provider(s) and Customer(s) will be used as the basis of the Agreement and represent the **primary stakeholders** associated with this SLA:

ICT Service Provider(s): Information and Communication Technologies (ICT)
 (“Provider”)

ICT Customer(s): Students’ Union – WLUSU (“Customer”)

4. Periodic Review

This Agreement is valid from the **Effective Date** outlined herein and is valid until further notice. This Agreement should be reviewed at a minimum once per fiscal year; however, in lieu of a review during any period specified, the current Agreement will remain in effect.

The **Director ICT Support** is responsible for facilitating regular reviews of this document. Contents of this document may be amended as required, provided mutual agreement is obtained from the primary stakeholders and communicated to all affected parties. The Director ICT Support may be contacted by the customer at any point outside of the review period to discuss potential changes and amendments. The Director ICT Support will incorporate all subsequent revisions and obtain mutual agreements / approvals as required.

Review Period: Yearly (12 months)
Previous Review Date: January 2015
Next Review Date: April 2018

5. Service Agreement

The following detailed service parameters are the responsibility of the Service Provider in the ongoing support of this Agreement.

5.1. Service Scope

The following Services are covered by this Agreement for WLUSU owned assets:

- **WLUSU Staff**
 - Desktops, laptops, peripherals (mice, keyboard, scanners, monitors); (excludes Xerox printers) including Hospitality Services
 - Basic triage support for Apple computers. Support of Apple clients with hardware issues will be provided by the University of Waterloo via the Technical Support Specialist at a cost to the Student Union
 - Telephone/email support and desk side assistance during service availability hours as outlined in Section 6.1
 - Technical and strategic consulting for proposed or future enhancements involving PCs, servers and other peripherals
 - IT support of public events after office hours on a fee-for-service basis
 - Desktops, laptops, and printers (best effort for these printers) for U Desk, Campus Clubs Resource Centre, Emergency Response Team (1st responders – 232 King Street), and Foot Patrol employees
 - Computers running the TV screens using VGA
 - Telephony support – new phones and wiring at a cost to the Customer

- Imaging of new or replaced computers
 - Smart phone support including the collection of old devices to wipe the data clean
 - The Service Provider will manage a Computer Evergreen program for the Customer however the cost of the evergreen computers resides with the Customer. In order to do this, the Customer must provide computer inventory updates to the Manager ICT Service Desk & Technical Support for both campuses so that the inventory is accurate at all times.
- Smart Phone Support
 - **GENERIC ACCOUNTS:**
 - ICT currently supports 18 generic accounts for the Student Union Executive. Please see Appendix B.
 - **CONDITIONS FOR ACCOUNTS:**
 - ICT needs the list of incumbents names matched to the generic accounts by no later than 5 business days before term starts.
 - Any changes to this list of generic accounts and/or incumbents, ICT needs to be notified immediately.
 - **BENEFIT:** The generic accounts offer the benefits in continuity of work for the elected positions from year to year so that the new incumbents have a smoother transition and hand-off and have the proper historical records for continuity of projects and issues from the previous year(s).
 - **WORKSTATIONS:**
 - Incumbents will login to their workstation using the generic accounts, which gives the following benefits:
 - Continuity - Documents and Desktop items, shared drives, Email account and bookmarks will remain the same as the previous incumbent for smooth transition
 - Any other system access will be preconfigured
 - **BYOD:**
 - ICT will allow each incumbent of a generic account attach the account to their phone through our BYOD program with a couple of conditions for security.
 - Only one device per account.
 - Microsoft Outlook app must be used only (encapsulates the data and allows us to remotely wipe corporate data more efficiently).
 - Password for each account expires at the beginning of each semester (every 4 months during the first week of January, May and September).
 - Student Union Admin will provide a list of new passwords one week prior to the change.

- When incumbents leave, all data and email must be removed from device by Student Union Administration Manager and communicated to ICT that this has been completed.
- At any time during a security threat or when an incumbent leaves, ICT has the right to wipe the corporate data from the device and/or remove access to email.
- Student Union Collaborative Workspace – Lounge (CW-24 Lounge as per Inventory list)
 - Support of the computers in the Student Union CW-24 Lounge
 - The Customer is responsible to replace these computers through attrition
- Servers
 - Server hardware support including backup of servers, UPS protection, and operating system support
 - Included servers are:
 - ACCPAC database (accppacserver) - Waterloo
 - ACCPAC application (wlsuweb01) - Waterloo
 - GPS software – Foot Patrol - Waterloo
 -

The following items are not in scope:

- Purchase of new hardware, replacement and repair costs for staff computers are the responsibility of the customer
- TRAFSUS People Counting System – server – not used
- Xerox and local printers
- Point of sale devices
- Merchant terminals – Moneris or Chase (PCI reasons)
- iPads and Playbooks – best effort
- Silverware application, server, and associated point of sale devices for Wilf's and the Turret
- Foot Patrol's GPS software (vendor – Spectrum) in Foot Patrol office
- U Desk laptop loan out program
- Active Directory (AD used by the Student Union will continue to be administered by designated Systems Administrator)
- Yourstudentsunion.ca hosted outside with 3rd party vendor
- U Desk internet POS software
- No server application support
- Patches and upgrades to applications on servers

- Desktop software renewal will be invoiced yearly (ie. Microsoft Office Suite, Ghost, etc)
- While repair costs fall outside of the scope of this agreement, ICT will respond to reasonable repair requests initiated by the Students' Union. The billing mechanism to reimburse ICT for these requests will be based on mutually agreed to fees which the Students' Union will pay through the WLU transfer protocol.

5.2. Computer Replacements for Staff or New Computers for New Staff

- The customer will purchase new computers from the Bookstore following the recommended ICT computer standards
- The customer will call the Service Desk to request configuration of a new computer
- The Service Desk will create a service request and assign to a Technical Support Specialist
- The Technical Support Specialist will complete the configuration

5.3. Customer Responsibilities

Customer responsibilities and/or requirements in support of this Agreement include:

- Provide applicable vendor contracts (e.g. master agreement, service level agreement) and pertinent vendor contact info and advise ICT when there are changes relevant to ICT ability to support the service
- Follow agreed upon methods for reporting and escalating service related incidents

5.4. Service Provider Responsibilities

Service Provider responsibilities and/or requirements in support of this Agreement include:

- Meeting response times associated with service related incidents and requests
- Appropriate notification to Customer for all scheduled maintenance
- Providing information necessary for Customer to communicate to his/her respective Customer(s)

5.5. Service Assumptions

Assumptions related to in-scope services and/or components include:

- All changes to services will be communicated and documented to all stakeholders
- The Provider has the flexibility to have any one of its Technical Support Specialists and Server Administrators provide support to the Customer based on work volume or nature of expertise required.

- Devices under warranty will be covered by the appropriate vendors
- Within this agreement, Dell warranty for computers will be handled by ICT Support

6. Service Management

Effective support of in-scope services is a result of maintaining consistent service levels. The following sections provide relevant details on service availability, monitoring of in-scope services and related components.

6.1. Service Availability

Coverage parameters specific to the service(s) covered in this Agreement are as follows:

- All IT service requests, project requests or computer support problems can be reported to the Service Desk, ext 4357 Monday to Friday 8 am – 5 pm or through the ICT Service Desk Customer Portal at <https://itserviceesk.wlu.ca/wluvsni/?LITE>.
- Desk side support: 8:00 A.M. to 4:30 P.M Monday – Friday (excluding holidays)
- Emails received outside of office hours will be collected, however no action can be guaranteed until the next working day. Email contact is **not recommended** for emergencies or high priority requests **at any time of day**
- The Customer has indicated that no after hour's service or support is required.
- Emergency after hours support is not required by the Customer. If Call Back compensation (as per Article 23.10 of the WLUSA Collective agreement) is required to resolve an issue, the Customer will be charged back for these costs.

6.2. Service Requests

In support of services outlined in this Agreement, the Service Provider will respond to service related incidents and/or requests submitted by the Customer within the following time frames during business hours:

- Priority 1 – **Critical** – response to client in person or via phone in 15 minutes
i.e. Multimedia device not working in classroom and faculty cannot conduct teaching; personal productivity computer not working at all.
- Priority 2 – **High** – response to client in person or via phone within 7 business hours
i.e. Client cannot print at all; specific software program not working

- **Priority 3 – Medium** – response to client in person or via phone within two business days
 - i.e. Client cannot print to designated printer however they can print to another printer

Response time does not necessarily indicate resolution time. It is simply acknowledgement of the incident or request.

6.3. Escalation Process

- If service response times are not met or there are any issues with service, then follow up with the appropriate support group under 1st Level Escalation - see Appendix A.
- If service response times continue to be an issue or other IT issues continue to be persist then escalate to the Next Level Escalation – see Appendix A.

6.4. Service Costs

Customer will be invoiced monthly effective June 1, 2017.

DESKTOP SUPPORT	
Waterloo	
PC	38
Mac	23
Video Conf	1
Printers	0

Total Devices	Device cost	Total Cost
62	\$ 350.00	\$ 21,700.00

Brantford	
PC	9
Mac	2
Video Conf	1

12	\$ 350.00	\$ 4,200.00
----	-----------	-------------

\$25,900.00

SERVER SUPPORT	LOCATION	COST
ACCPAC database	Waterloo	\$1,581.00
ACCPAC application	Waterloo	\$1,581.00
GPS Software - Foot Patrol	Waterloo	\$1,581.00

\$4,743.00

Extended cost	\$ 30,643.00
---------------	--------------

Appendix A – Escalation Names & Contact Information

1st Level Escalation			
Desktop support (Brantford)	Manager AVIT and Technical Support	Andrew Haggert	X3154 226-791-2657
AVIT classroom support (Waterloo & Brantford)	Manager AVIT and Technical Support	Andrew Haggert	X3154 226-791-2657
Computer lab support, desktop Support, and adaptive software (Waterloo)	Manager ICT Service Desk & Technical Support	Melanie More-Duckworth	X3589 519-635-1819
Server and telephone support	Manager ICT Infrastructure	Carl Langford	X3482 519-240-7797
Next Level Escalation			
Continuing desktop or AVIT issues	Director ICT Support	Julie Topic	X5659 519-209-4704
Continuing server or telephone issues	Director ICT Infrastructure	Jorge Gonzalez-Outeirino	X3075 519-865-3627

Appendix B - Delegated Accounts Held By Students' Union Employees - 2017-2018

Position	SU email address
President & Chief Executive Officer	supresident@wlu.ca
Vice President: Finance & Administration	suvpfa@wlu.ca
Vice President: University Affairs	suvpua@wlu.ca
Vice President: Clubs & Associations	suvpca@wlu.ca
Vice President: Programming & Services (Brantford)	suvppsb@wlu.ca
Vice President: Programming & Services (Waterloo)	suvppsw@wlu.ca
Associate Vice President: Finance & Administration	suavpfa@wlu.ca
Associate Vice President: University Affairs (Waterloo)	suavpuaw@wlu.ca
Associate Vice President: University Affairs (Brantford)	suavpuab@wlu.ca
Associate Vice President: Clubs & Associations	suavpca@wlu.ca
Orientation Program Facilitator (Brantford)	suopfb@wlu.ca
Orientation Program Facilitator (Waterloo)	suopfw@wlu.ca
Secretary of the Board of Directors	suboardsecretary@wlu.ca
Chair of the Board	suboardchair@wlu.ca
Assistant Returning Chief Officer	suacro@wlu.ca
Deputy Returning Officer	sudro@wlu.ca
President Elect	supreselect@wlu.ca
Chair of the Board Elect	suchairelect@wlu.ca
<ul style="list-style-type: none"> • The Executive Administrator will advise ICT if accounts are added or deleted from this list. 	



Deborah Dubenofsky
Vice President Finance and Administration
Wilfrid Laurier University
Dec 10, 2018

Annual Acknowledgement of the terms and Conditions of the "Agreement Respecting Default of Line of Credit" between Wilfrid Laurier University and Wilfrid Laurier University Students' Union

Dear Ms. Dubenofsky,

In April, 2013 Wilfrid Laurier University (WLU) and the Wilfrid Laurier University Students' Union (SU) signed an agreement outlining the SU's obligations to address their default on the original Line of Credit agreement with WLU dated June 24, 2010. Since 2013 time the SU has successfully reduced its' total debt load by over \$2.3M.

One of the terms and conditions (10.8) is that there is an annual requirement for the Board Chair and President of the SU to acknowledge their understanding of and in agreement with the terms and conditions of this Agreement.

The signatures below acknowledge this requirement.

Tarique Plummer

Date

A handwritten signature in blue ink, appearing to read "Tarique Plummer", written over a horizontal line.

President

Dec 11, 2018

Adam Kovacs

Date

A handwritten signature in blue ink, appearing to read "Adam Kovacs", written over a horizontal line.

Chair of the Board of Directors

2018-12-11

CC: Mary Anne Banks
Nic Wright

Appendix I1: Real Estate Holdings

2024-09-17 2:58:35PM

Wilfrid Laurier University Students' Union

Page 1

Report (GLTRLR1)

Trial Balance as of 2024-05-31

In Functional Currency

Sort By [Account No.]
 Include Accounts With No Activity [No]
 For Year-Period [2025 - 01]
 From Account No. [1415-00-000] To [1451-16-800]
 From Account Group [] To [ZZZZZZZZZZ]
 Use Rolled Up Amounts [No]

Account Number	Description	Debits	Credits
1415-00-000	LEASEHOLDS	2,580,675.03	
1415-01-001	LSHLDFNCC - CENTRAL	3,017,354.43	
1420-01-001	LHLDFDCR - CENTRAL	434,010.17	
1420-04-150	LEASEHOLDS - WILF'S RENOVATIONS	122,331.26	
1420-05-210	LEASEHOLDS -GOLDEN GROUNDS BRANTF	101,736.13	
1420-06-250	LEASEHOLDS - UDESK WATERLOO	13,554.36	
1420-07-300	LHLDFDCR - FOOD COURT RENOVATIONS	358,199.34	
1420-07-302	LEASEHOLDS -WILLIAMS XPRESS CAFE	99,127.37	
1422-07-304	LEASEHOLDS - FOOD COURT - HARVEYS	157,599.01	
1450-03-100	LEASEHOLDS - TURRET RENOVATIONS	428,580.84	
1451-00-000	WILF'S RENEWAL PROJECT ACCT	579,360.06	
1451-01-001	FNCC IMPROVEMNTS PROJ - 3RD FLOOR	858,029.88	
1451-03-100	LEASEHOLDS - TURRET	122,380.37	
1451-05-200	Brantford Project -WILLIAMS FRESH CAFÉ	713,008.59	
1451-06-250	CSPOT & RETAIL SERVICES RENO PROJ ACC	408,450.75	
1451-07-300	TFC RENO PROJECT ACCT	505,273.81	
1451-07-301	PITA SHACK RENOVATION PROJECT ACCT	663.99	
1451-16-800	BRANTFORD DEVELOPMENT PROJECT	204,469.67	
	Total:	10,704,805.06	0.00
	Amount Out Of Balance:		10,704,805.06
	Net Income (Loss) for Accounts Listed:	0.00	

18 accounts printed

Appendix I2: Real Estate Holdings

2025-01-03 10:44:54AM

Wilfrid Laurier University Students' Union

Page 1

Report (GLTRLR1)

Trial Balance as of 2025-01-31

In Functional Currency

Sort By [Account No.]
 Include Accounts With No Activity [No]
 For Year-Period [2025 - 09]
 From Account No. [1415-00-000] To [1451-16-800]
 From Account Group [] To [ZZZZZZZZZZ]
 Use Rolled Up Amounts [No]

Account Number	Description	Debits	Credits
1415-00-000	LEASEHOLDS	2,623,158.13	
1415-01-001	LSHLDFNCC - CENTRAL	3,017,354.43	
1420-01-001	LHLDFDCR - CENTRAL	434,010.17	
1420-04-150	LEASEHOLDS - WILF'S RENOVATIONS	122,331.26	
1420-05-210	LEASEHOLDS -GOLDEN GROUNDS BRANTF	101,736.13	
1420-06-250	LEASEHOLDS - UDESK WATERLOO	13,554.36	
1420-07-300	LHLDFDCR - FOOD COURT RENOVATIONS	358,199.34	
1420-07-302	LEASEHOLDS -WILLIAMS XPRESS CAFE	99,127.37	
1422-07-304	LEASEHOLDS - FOOD COURT - HARVEYS	157,599.01	
1450-03-100	LEASEHOLDS - TURRET RENOVATIONS	428,580.84	
1451-00-000	WILF'S RENEWAL PROJECT ACCT	579,360.06	
1451-01-001	FNCC IMPROVEMNTS PROJ - 3RD FLOOR	858,029.88	
1451-03-100	LEASEHOLDS - TURRET	122,380.37	
1451-05-200	Brantford Project -WILLIAMS FRESH CAFÉ	713,008.59	
1451-06-250	CSPOT & RETAIL SERVICES RENO PROJ ACC	408,450.75	
1451-07-300	TFC RENO PROJECT ACCT	505,273.81	
1451-07-301	PITA SHACK RENOVATION PROJECT ACCT	663.99	
1451-16-800	BRANTFORD DEVELOPMENT PROJECT	204,469.67	
	Total:	10,747,288.16	0.00
	Amount Out Of Balance:		10,747,288.16
	Net Income (Loss) for Accounts Listed:	0.00	

18 accounts printed



**Wilfrid Laurier University Students' Union
Board of Directors**

DATE: December 2, 2024

**LOCATION: 2nd Floor, Fred Nichols Campus Centre
75 University Ave. W, Waterloo, N2L 3C5 and Online via Zoom
Board of Directors Meeting**

Board of Directors Present:

Chair of the Board & Chief Governance Officer: Gabrielle Russo;
Vice Chair of the Board: Lulia Habtemichael;
Directors: Natalie Bounket, Noah Espiritu, Avinash Godse-Shah, Aya Ijam, Devananda Nakshatra, Anya Russolo, Daniel Rubinoff;

Staff Present:

Director, Policy, Research & Advocacy: Ian Muller;
Executive Director & Chief Operating Officer: Phil Champagne;

Gallery Present:

President & Chief Executive Officer: Ben Jesseau;
Board Secretary: Zhanna Latysheva;
Governance Coordinator: Jana Abu-Alhajja;

1. Call to Order, Chair Russo

The meeting was called to order via Zoom on December 2, 2024, at 7:04 PM. We acknowledge that the offices of the Wilfrid Laurier Students' Union are on the traditional territory of the Neutral, Anishnaabe and Haudenosaunee people.

2. Regrets, Chair Russo

- Director Lehecka, Director St. George and Director Tariq sent regrets.
- Director Ijam joined the meeting at 7:12 PM.

3. Conflicts of Interest, Chair Russo

- No conflicts of interest were reported.

4. Adoption of Agenda, Chair Russo

MOTION (Vice Chair Habtemichael/Director Rubinoff) that the Board of Directors adopt the agenda as presented. **CARRIED.**

5. Adoption of Consent Agenda, Chair Russo

MOTION (Director Godse-Shah/Director Rubinoff) that the Board of Directors adopt the consent agenda. **CARRIED.**

6. Approval of Meeting Minutes – November 18, 2024, Chair Russo

MOTION (Director Godse-Shah/Vice Chair Habtemichael) that the Board of Directors approve the minutes as presented. **CARRIED.**

7. **Comments from the Chair of the Board & CGO**, Chair Russo

- A note of appreciation for everyone's efforts throughout the Fall semester. This marks the final meeting of the semester.
- A reminder that the Ownership Linkage session will take place on Friday, December 6th, at 10:00 AM.

8. **Comments from the President & CEO**, President Jesseau

- President Jesseau provided updates on several key initiatives. The Student Advocacy Conference with MPPs was discussed, along with ongoing engagement with the Ministry of Colleges and Universities. A two-day retreat is scheduled for January, and the January Get Involved Fairs were also highlighted.
- Employee policies have been reviewed, updated, and approved for distribution. Work has started on the Academic Freedom Task Force, with an introductory meeting planned for April or May. Additionally, Programming Teams are nearing the completion of their current projects.
- A reminder was given that SU services will be closed over the break, and International Volunteer Day events will take place in Waterloo and Brantford on Thursday. Finally, the December monitoring report will be submitted in January.

9. **Comments from the Executive Director and COO**, ED Champagne

- Both campuses now have the new vans in operation.
- The boardrooms on both campuses have been upgraded, with improvements to the facilities.
- The Waterloo Boardroom has a new TV and speakers, though the setup is still a work in progress.
- A new pool table has been installed at Wilf's.

Director Ijam joined the board meeting at 7:12 PM.

10. **Referendum Question Review**, Chair Russo

- World University Service of Canada (WUSC) Fee Increase for Waterloo and Brantford campuses.

MOTION (Director Godse-Shah/Director Ijam) that the Board of Directors approve the World University Service of Canada Fee Increase. **CARRIED**

- Financial Wellness Referendum Fee.

MOTION (Director Bounket/Director Ijam) that the Board of Directors oppose the sponsorship of the Financial Wellness Referendum Fee. **CARRIED**

- Grand River Transit U-Pass Referendum Question

MOTION (Director Rubinoff/Director Ijam) that the Board of Directors accept the Grand River Transit U-Pass Fee Increase. **CARRIED**

- Board Structure Constitution Change.

MOTION (Director Espiritu/Director Bounket) that the Board of Directors accept the Grand River Transit U-Pass Fee Increase. **CARRIED.**

11. Winter 2025 Term BOD Schedule, Chair Russo

- The date for the first meeting of the Winter Term was proposed for Monday, January 13, 2025, at 5:30 PM. The remainder of the schedule will be determined during this meeting. Directors were asked to complete the scheduling form.

MOTION (Director Rubinoff/Director Godse-Shah) that the Board of Directors approve the date of the next Board Meeting on January 13, 2025. **CARRIED.**

MOTION (Director Rubinoff/Vice Chair Habtemichael) that the Board of Directors cancel the December 16, 2024, board meeting. **CARRIED.**

12. Direct Inspection Committee Report, Chair Russo

- A suggestion was made to revise GP #2g1: Board Committee Structure – Ownership Linkage policy by changing the wording from “Four (4) Directors to be elected” to “At least four (4) Directors to be elected.”

MOTION (Director Rubinoff/Director Russolo) that the Board of Directors approve the DIC reports GP #2d and BMD #2d2. **CARRIED.**

MOTION (Director Russolo/Director Rubinoff) that the Board of Directors approve the change recommended for DIC report GP #2g1. **CARRIED.**

13. In-camera Session, Chair Russo

MOTION (Director Godse-Shah/Director Nakshatra) that the Board of Directors, DPRA Muller and Secretary Latysheva proceed to an in-camera session at 7:42 PM. **CARRIED.**

The preceding reflects an accurate and complete record of the proceedings at the aforementioned meeting of the Students' Union Board of Directors.

Date Signed:

Gabrielle Russo

Chair of the Board & Chief Governance Officer
2024-2025 Wilfrid Laurier University Students' Union

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

The Board is responsible for the oversight of all elections, annual meetings, and special meetings. The Board shall ensure due process and implementation of all business of the Corporation to be conducted during all elections, annual meetings, and special meetings.

The Board will:

1. Hold an election for President and Chief Executive Officer by electronic ballot using the Single Transferable Vote voting system at such time as the Board of Directors determines, during the months of late January or February in the cities where offices of the corporation are situated;
 - a) The Annual Meeting shall follow directly after the conclusion of the President and Chief Executive Officer election.
2. Hold an election for Board of Director candidates by electronic ballot using the Optional Instant Runoff voting system concurrent with the election for President and Chief Executive Officer;
 - a) The twelve (12) winners of the Board of Director candidates' election shall be then elected at the Annual Meeting of the members of the corporation.
3. Facilitate an election for available student positions of the Wilfrid Laurier University Board of Governors and Wilfrid Laurier University Senate using the Optional Instant Runoff voting system concurrent with the election for President and Chief Executive Officer.
4. Put Students' Union-sponsored referendum questions to a vote of the eligible members of the Corporation concurrent with the election for President and Chief Executive Officer.
5. Ensure that quorum for the election for the President and Chief Executive Officer, Board of Director candidates, Board of Governors, Senate, and referendum questions is ten (10) percent.
6. Ensure that all processes and procedures during Annual or Special Meetings will comply with all applicable laws and the Organization's Constitution.
7. Be the final arbiter of the reasonableness of all referendum questions;
 - a) A committee of the CRO, CGO, the CEO, and the COO shall review all proposed referendum questions prior to their presentation to the Board;
 - i) The committee will compile a report for the Board, providing the Board with information regarding compliance with the constitution, letters patent, and any other legally binding documents.
8. Inform the members of their right to submit referendum questions no less than thirty-five (35) days prior to the last regularly scheduled Board meeting of the calendar year. Submissions shall be received no less than five (5) business days prior to the last regularly scheduled Board meeting of the calendar year.

9. Ensure that all referendum questions shall include the following:
 - a) Date of implementation;
 - b) Eligible voting members;
 - c) Any associated costs and inflationary costs and how they are to be applied; and
 - d) Any impact on previously approved referendum questions.
10. Approve a report of all elections results provided by the Chief Returning Officer and the minutes of the Annual Meeting at the next appropriate meeting of the Board.
11. Make the auditor's statements available to the membership no less than twenty-one (21) days prior to the starting date of the annual general meeting;
 - a) The Board shall approve the auditor's statements of the current fiscal year no later than October 31 annually.
12. Review all submissions for referenda submitted by external organizations;
 - a) External organizations will be responsible for the application of all referenda results;
 - b) Only submissions from a legitimate governing authority or representative thereof will be eligible to submit referenda on their behalf;
 - c) All external organizations will be subject to the Organization's elections and referenda policies and any other restrictions deemed necessary by the Board.