



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

**Location:** Students' Union Boardroom, Brantford  
**Date:** October 28th, 2016, 3:00 PM

### The Strategic Ends of the Students' Union

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

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

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

Start	Duration	Agenda Item	Type	Presenter
3:00 PM	3:00 PM	Call to Order	adm	Chair DeSumma
3:00 PM	3:01 PM	Adoption of Agenda	D	Chair DeSumma
3:01 PM	3:02 PM	Adoption of Consent Agenda Monitoring Reports: GP#2a, GP#2f, GP#2g Monitoring Report: EL#2j	D	Chair DeSumma Chair DeSumma President VanHerzele
3:02 PM	3:03 PM	Regrets	adm	Chair DeSumma
3:03 PM	3:04 PM	Conflicts of Interest	adm	Chair DeSumma
3:04 PM	3:10 PM	Comments from the Chair of the Board & CGO	fi	Chair DeSumma
3:10 PM	3:15 PM	Comments from the President & CEO	fi	President VanHerzele
3:15 PM	3:25 PM	Comments from the Executive Director & COO	fi	ED Champagne
3:25 PM	3:35 PM	<u>Committee Updates:</u> Ownership Linkage Committee Finance Committee	fi	Director DeSumma Vice Chair Molkoski
3:35 PM	3:40 PM	Finance Committee Midterm Report	D	Vice Chair Molkoski
3:40 PM	4:15 PM	Strategic Discussion: Elections	fd	Vice Chair Molkoski
4:15 PM	4:20 PM	New Business & Announcements	fd	Vice Chair Molkoski
4:20 PM	4:20 PM	Adjournment	D	Vice Chair Molkoski
<b>Total</b>	<b>2hr45min</b>			

1) Make sure to keep an eye out for the meeting evaluation form and **fill it out!**

2) The next Board Meeting is November 11th at **3:00pm** on the Waterloo Campus

3) **MANDATORY** Budget training will be taking place on November 4th at 3pm on the Waterloo Campus!

fi, For Information

fd, For Discussion

D, Decision required

adm, Administrative task

## Governance Process #2a "Governing Style"

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

Signed,



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

October 28, 2016

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***(Board Policy is indicated in bold typeface throughout.)***

### **POLICY STATEMENT GP2a1: The Board will:**

- 1. Cultivate a sense of group responsibility.**
  - a. The Board will not use the expertise of individual Board members to substitute for the judgment of the Board.**
  - b. The Board will only use the expertise of individual Board members for informational purposes.**

### CGO INTERPRETATION

I define "group responsibility" to mean that the Board of Directors acts as a single holistic unit. As such, it assumes all risk and responsibilities as a collective unit unless it is based on an individual Board member's willful negligence. I define "the expertise of individual Board members" as relying on the knowledge of one individual Board member to reach decisions as a collective I define "informational purposes" as utilizing select information to advance a discussion rather than make a decision based on it.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board votes on all motions and decision items as a whole, according to a quorum of Board members.
2. The Board remains committed to and adheres to the decisions that are made by the Board as a whole.
3. The Board is not pressured into acting in a certain way based on the behavior of an individual Board member.
4. The Board only uses the expertise of individual Board members as a means to gathering information on governance or strategic matters.

#### EVIDENCE

1. With 12 Directors, quorum for the Board is set at 8. There has only been one occasion where quorum was lost during a Board Meeting (July 9<sup>th</sup>), however the only order of business to be completed was the motion to adjourn the meeting, which is an exception under Roberts' Rules of Order.
2. The Board speaks as one voice at all times. When approached by the media or other public entities, Board members have spoken on behalf of Board decisions rather than personal opinion.
3. There have been no reports of Board members feeling pressured or forced to act in a certain manner during a Board meeting according to meeting evaluation surveys.
4. The Board has entertained discussion from Board members on various matters that may have involved the use of expertise. This has included discussion about campus-specific events.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a2: The Board will:**

- 2. Guide the Organization through the creation and development of broadly written policies that reflect the Board's values and perspectives. The Board's major policy focus will be on the intended long-term effects outside the staff organization, not on the administrative means of attaining those effects.**

#### CGO INTERPRETATION

I interpret "guide" as formulating high-level strategic policies and priorities in which the President & CEO can operate. I interpret "creation and development of broadly written policies that reflect the Board's values and perspectives" as the continual pursuit to create or adjust policy that represents the values of, and

benefits to the ownership of the Organization. I define “intended long-term effects outside the staff organization” to mean that the Board of Directors will evaluate the potential future impact that governance policies may have on the Organization.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board approves the Strategic Plan and accepts the interpretation of Ends policies.
2. The Board has a plan to review the Ends, Executive Limitation, Board-Management Delegation, and Governance Process policies.
3. The Board has focused on governance matters and Ends-based discussion.

#### EVIDENCE

1. The Board approved the Strategic Plan on April 7, 2015, and accepted the interpretation of the Ends policies on April 29, 2016.
2. The Board approved the monitoring schedule for all relevant policies on May 7, 2016.
3. The Board has a plan to discuss the Ends on a regular basis through strategic discussions and presentations.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a3: The Board will:**

- 3. Enforce upon itself methods of discipline that provide the means for effective governance. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability.**

#### CGO INTERPRETATION

I define “methods of discipline” as formulizing a plan with the goal of monitoring Governance Process policies, which bind the Board of Directors to its governance duties. I define “attendance” as coming to Board meetings without violating GP#2c8. I define “preparation for meetings” as asking the CGO for guidance and clarification on agenda package items and/or coming to meetings with the agenda package read and questions prepared. I define “policy-making principles” as the Board of Directors focusing its discussion and governance duties on the principles of Policy Governance. I define “respect of roles” as clearly distinguishing between the roles of management operations

and that of governance, and not unduly influencing operational mechanisms. I interpret “ensuring continuance of governance capacity” as providing input in Board evaluation reports and participating in any transitional duties as Board members.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board has created Governance Process policies that demonstrate responsible governance performance.
2. The Board has approved a monitoring schedule that includes Governance Process policies.
3. The Board provides support and assistance to the governance structure by providing feedback through evaluations, and assisting in the transitional process.

#### EVIDENCE

1. Governance Process policies are in place and are monitored on a regular basis. Any amendments to them have contributed to responsible governance performance and are pre-mediated.
2. The Board has approved the monitoring schedule for all policies, including Governance Processes.
3. The Board provides feedback to the Chair following every meeting and training session. This feedback will be placed in a report for the next Board to consider while they transition into office.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a4: The Board will:**

- 4. Orient new Board members on the Board’s governance processes and continuously improve governance mechanisms.**

#### CGO INTERPRETATION

I interpret “orient new Board members on the Board’s governance processes” as ensuring that all new Board members are thoroughly and appropriately trained on their role within the Policy Governance model. I interpret “continuously improve governance mechanisms” as engaging in discussion on, and evaluating the value of certain components within the governance system, while providing the prospect for future Boards to improve their functionality.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board provides training for newly elected Board members that include a focus on governance processes, the principles of Policy Governance, and the policy manual in general.
2. The Board submits evaluation documents on the effectiveness of the governance system in place, complete with methods of improvement and policy recommendations.

#### EVIDENCE

1. Upon the election of the 2016-17 Board of Directors following the Annual General Meeting, a training schedule was put in place by the Chair and Chair-elect.
2. Directors have completed evaluations following every meeting. These evaluations will formulate a report with recommendations that will be provided to the Board-elect before they take office.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a5: The Board will:**

- 5. Monitor the Board's process and performance at each meeting. Self-monitoring will be done formally for Governance Process policies and both formal and informally for Board Management Delegation policies.**

#### CGO INTERPRETATION

I define "monitor the Board's process and performance" as critically evaluating the effectiveness of the Board's duties and activities. I define "self-monitor" as allowing the Board to assess and critique whether or not it is in compliance. However, the CGO will provide interpretations and operational definitions for all Governance Process policies, excluding GP#2e (Vice Chair Job Description) and GP#2i (Chief Returning Officer Constraint). I define "formally" as having monitoring reports that require Board decision, and "informally" as communicating and discussing policies with the Board for general understanding.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Board meetings, as a whole, involve the Board Self-Evaluations of Governance Processes, as well as meeting evaluations themselves.

2. The Board-Management Delegation policies are properly communicated to, and discussed by the Board.

#### EVIDENCE

1. Governance Process monitoring reports have been accepted by the Board. Additionally, Directors have completed an evaluation following each meeting.
2. The CGO presented the Board-Management Delegation policies to the Board on May 7, 2016. This will be done twice more before the end of the fiscal year.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a6: The Board will:**

- 6. Allow no Officer, individual or Committee of the Board to hinder or be an excuse for not fulfilling group obligations.**

#### CGO INTERPRETATION

I interpret "hinder or be an excuse for" as unduly influencing the Board, Board decisions, or stopping its proper functioning in a certain manner. The Board of Directors cannot scapegoat the Chief Governance Officer, individual Directors, or a Board Committee for not fulfilling a duty, as it is the Board's job to act as a collective entity. I define "group obligations" as duties that are to be completed by the Board which include, but are not limited to, monitoring, strategic discussion, and connecting with the members and ownership of the Organization.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board does not take disciplinary action against the Chief Governance Officer, an individual Board member, or Board Committee, due to a failure to complete tasks that would normally be a collective Board objective.

#### EVIDENCE

1. The Board has not reprimanded the CGO, any individual Director, or a Board Committee, due to a failure to complete tasks.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP2a7: The Board will:**

- 7. Be accessible to all members by having no less than two (2) regularly scheduled Board meetings per year in each city that the Students' Union operates.**

CGO INTERPRETATION

I define "accessible" to mean that all undergraduate WLU students have the ability to be informed of and attend meetings of the Board of Directors. I define "year" as the fiscal year for 2016-2017, which for the Laurier Students' Union is between May 1<sup>st</sup> and April 30<sup>th</sup>. I define "each city" as Brantford and Waterloo.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board has free and open meetings while making a concerted effort to inform the ownership about them.
2. At least two meetings are held in both Brantford and Waterloo per fiscal year.

EVIDENCE

1. Board meetings are advertised via social media and are open to all members of the Organization.
2. The Board is committed to having at least one meeting per term during the school year on the Brantford and Waterloo campuses.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP2a8: The Board will:**

- 8. Ensure that regularly scheduled Board meetings involve strategic visioning and/or Ends-Based discussion.**

CGO INTERPRETATION

I define "strategic visioning" as focusing on what the Students' Union should look like in the future. I define "Ends-based discussion" as meaning that strategic discussions of the Board of Directors will relate to the understanding, evaluation, and development of the Ends of the Organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Meetings involve discussion on the Strategic Plan, strategic visioning, Ends of the organization, or generative items.

#### EVIDENCE

1. The Board has remained committed to strategic discussion on a regular basis. Every meeting in some capacity involves either a presentation to the Board or strategic/generative discussion that tie back to the Ends of the Organization.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a9: The Board will:**

- 9. Attend to consent agenda items as expeditiously as possible.**

#### CGO INTERPRETATION

I define "consent agenda" as those items included on meeting agendas that can be approved without a main motion.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Consent agenda items are handled quickly to make meetings more efficient.

#### EVIDENCE

1. Consent agenda items have been handled quickly and efficiently at the beginning of each Board meeting.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2a10: The Board will:**

- 10. Ensure that Roberts Rules of Order Newly Revised, 11<sup>th</sup> Edition is used in the facilitation of Board meetings.**

#### CGO INTERPRETATION

I interpret this policy as stating that Roberts Rules of Order Newly Revised, 11<sup>th</sup> Edition is the official resource used to aid in the facilitation of Board of Directors meetings.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Board meetings are facilitated using Roberts Rules of Order Newly Revised, 11<sup>th</sup> Edition.
2. All Board Members are aware that Roberts Rules of Order is to be followed during Board meetings.

#### EVIDENCE

1. Roberts Rules are used when conducting Board meetings and the 11<sup>th</sup> edition is referred to for preparation.
2. All Board members have been made aware of Roberts Rules through training held before they took office.

I report this section as **COMPLIANT**.

**GLOBAL POLICY STATEMENT GP2a: The Board will govern lawfully, observing the principles of the Policy Governance® model, with an emphasis on:**

- **Outward vision rather than an internal preoccupation;**
- **Encouragement of diversity in viewpoints;**
- **Strategic leadership more than administrative detail;**
- **Clear distinction of Board and Chief Executive roles;**
- **Collective rather than individual decisions;**
- **Future rather than past or present; and**
- **Proactivity rather than reactivity, especially with policy development.**

#### CGO INTERPRETATION

I interpret “govern lawfully, observing the principles of the Policy Governance® model” to mean that all principles hereinafter, in this statement, are abided by the Policy Governance® model. I define “outward vision” to mean that the Board of Directors focuses on long-term, strategic goals rather than day-to-day operations. I define “encouragement of diversity in viewpoints” as the ability for each Director to voice their own opinion in Boardroom discussion while remaining focused on the needs of the Organization’s membership. I define “strategic leadership” as a commitment to strategic planning and development of strategic objectives. I define “clear distinction of Board and Chief Executive roles” to mean that the Board will remained focused on their own duties of

governance while respecting the authority of the President and their staff to fulfill their duties of day-to-day operations. I define “collective rather than individual decisions” as individual Directors speaking on behalf of Board decisions outside of meetings rather than individual opinions. I further this definition to include that all Board decisions are made on behalf of the Board of Directors as a whole, as opposed to individual Directors. I define “future rather than past or present” to mean that the Board of Directors focuses on what the Students’ Union will look like, rather than focusing on what it has looked like in the past. I define “proactivity rather than reactivity” to mean that the Board focuses on making decisions that will prevent and address future potential problems, rather than reactive decisions once those problems have occurred.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board is provided an appropriate amount of training on the Policy Governance® model.
2. The Board has an annual plan for governance education and strategic development.
3. Boardroom discussion is fair, balanced, and focused on governance and strategic matters.
4. The Board does not unduly influence the decisions or operational capacity of the President/CEO.
5. All other sections of this policy are compliant.

#### EVIDENCE

1. The Board has been provided training and one-on-one sessions with the CGO to familiarize itself with the Policy Governance Model.
2. Training and presentation schedules were included in the July 9<sup>th</sup> monitoring report for GP#2h ‘Annual Governance Planning’.
3. As per Board Meeting evaluations, the Board has deemed that discussion is fair and balanced, as each Board member is provided an adequate amount of time to speak without feeling pressured or coerced.
4. All other sections of this policy have been reported as compliant.

I report this section as **COMPLIANT**.

## Governance Process #2f “Board Committee Principles”

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

Signed,



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

October 28, 2016

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**(Board Policy is indicated in bold typeface throughout.)**

### **POLICY STATEMENT GP2F1: Board Committees will:**

- 1. Assist the Board by preparing policy alternatives and implications for Board deliberation.**

#### CGO INTERPRETATION

I interpret “preparing policy alternatives and implications” to mean that Board committees provide insight on possible policy amendments and the impact of certain measures on the governance capacity of the organization.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Committees provide the Board with information that pertains to matters being dealt with through Board operations.

#### EVIDENCE

1. Many committees have offered policy changes for Board approval when necessary.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2F2: Board Committees will:**

- 2. Avoid speaking or acting on behalf of the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President.**

#### CGO INTERPRETATION

I interpret “avoid speaking or acting on behalf of” to mean that Board committees will avoid making declarations or fulfilling obligations that fall outside the scope of the committee. I interpret “except when formally given such authority for specific and time-limited purposes” as the mandate given to the committee by the Board of Directors for a set period of time. I define “expectations and authority” as the specific products that come as a result of the committee’s work, and the powers that the committee has to complete these products. I interpret “in order not to conflict with the authority delegated to the President” as meaning that Board committees have a specific mandate set for them in order to avoid unduly influencing the operations of the organization.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. No committees have made public statements on behalf of the Board, prior to notification at Board meetings.
2. There have been no reports of a Board committee unduly influencing the operations of the organization.

#### EVIDENCE

1. The Ownership Linkage and Finance Committees are the only two that have made public statements on behalf of the Board, which is a function that falls within their mandates.
2. There have been no reports of a Board committee unduly influencing the operations of the organization.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP2F3: Board Committees will:**

**3. Avoid exercising authority over, and directly dealing with staff operations.**

CGO INTERPRETATION

I define “avoid exercising authority over” as Board committees are unable to delegate tasks or supervise the operations of the President and their employees. I define “directly dealing with staff operations” as meaning that Board committees are unable to unduly influence or interrupt the duties of any individual employee under the President; as such actions could be viewed as a violation of the Board’s mandate.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. There are no reports of Board committees having delegated task to, supervising, or interrupting the operational duties of any employee within the organization.
2. Board members, employees, and the President are made aware of this policy.

EVIDENCE

1. There have been no reports of Board committees having unduly influenced the operations of the organization.
2. Board members, employees, and the President are made aware of this policy at the first meeting of any Board committee, and each member has access to the policy manual of the organization.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP2F4: Board Committees will:**

**4. Avoid monitoring organizational performance.**

CGO INTERPRETATION

I interpret “avoid monitoring organizational performance” to mean that Board committees are not permitted to evaluate the performance of the Organization, the President/CEO, or their staff, as this responsibility belongs to the Board of Directors as a whole.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. There are no reports of any committee evaluating the performance of the Organization.

EVIDENCE

1. There have been no reports of any committee evaluating the performance of the Organization.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP2F5: Board Committees will:**

- 5. Avoid duplicating organizational structures and committees.**

CGO INTERPRETATION

I interpret “avoid duplicating organizational structures and committees” to mean that Board committees are not allowed to be given a mandate that replicates that of another committee or component of the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. No committee is struck that duplicates the mandate of an operational committee

EVIDENCE

1. The non-standing committees that have been struck this year do not duplicate the mandate of an operational committee.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP2F6: Board Committees will:**

- 6. Be used sparingly and/or ordinarily in an ad hoc capacity.**

CGO INTERPRETATION

I define “sparingly” as only when necessary. I define “ad hoc capacity” as striking a committee to fulfill a specific mandate within a limited time frame. Upon the completion of any ad hoc committee’s mandate and/or the expiry of the time frame, the committee disbands.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Non-standing Board committees are struck to fulfill a specific mandate and are disbanded once that mandate is completed.

## EVIDENCE

1. All direct inspection committees have disbanded following the completion of their mandate, while other non-standing committees are still operating within their time frame.

I report this section as **COMPLIANT**.

## **POLICY STATEMENT GP2F7: Board Committees will:**

- 7. Elect a Board member to act as Chair of each committee whose responsibilities shall include.**
  - a. Delivering all reports to the Board**
  - b. Ensuring that the committee does not exceed its mandate as directed by the Board; and**
  - c. Ensure that proper and thorough minutes are taken and delivered to the CGO.**

## CGO INTERPRETATION

I define "elect a Board member to act as Chair" as facilitating an election for a committee chair during the first committee meeting. I define "responsibilities" duties that must be fulfilled by the committee chair in order to demonstrate due diligence. I define "delivering all reports" as providing the Board with periodic updates at Board meetings when relevant, answering any questions, and presenting the final report at the end of each committee's time frame. I interpret "does not exceed its mandate" as delivering no more or less than what the Board has mandated the committee to do. I define "proper and thorough minutes" as a detailed record of any discussion that takes place during meetings of the committee for reference by Board members upon request.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Chair of each committee presents updates to the Board and provides a final report at the end of the committee's time frame.
2. The Chair of each committee knows their mandated outcomes and has ensured that their committee has not overstepped their mandate.

3. Committee Chairs take minutes during committee meetings and send them to the CGO.

#### EVIDENCE

1. Time is allotted at Board meetings (typically following committee meetings or when relevant) for Committee Chairs to provide updates and to answer any questions.
2. All committees whose time frame has expired have presented their final report to the Board for approval.
3. The Chair of each Committee has ensured that it is not exceeded in its mandate.
4. The CGO's I-Drive contains folders for each committee's minutes.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP2F8: Board Committees will:**

- 8. Ensure that this policy applies to any group that is formed by Board action. It does not apply to committees formed under the authority of the President.**

#### CGO INTERPRETATION

I interpret "ensure that this policy applies" as each Board committee is aware of and in compliance with the conditions presented in this policy. I define "any group that is formed under Board action" as any committee, task force, or research group that is struck by the Board of Directors to help fulfill its mandate. I interpret "committees formed under the authority of the President" as operational committees that fall outside the jurisdiction of the Board.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All committee members are made aware of policy GP#2f "Board Committee Principles" at the beginning of their mandate.

#### EVIDENCE

1. All Board members have been trained on policy GP#2f "Board Committee Principles" during Board-Elect training and all committee members have been made aware of and have access to the policy manual of the Organization.

I report this section as **COMPLIANT**.

**GLOBAL POLICY STATEMENT GP2F: Board Committees will be assigned to help fulfill the Board's mandate.**

CGO INTERPRETATION

I interpret "help fulfill the Board's mandate" as Board committees are designed to explore further into a specific topic that falls within the jurisdiction of the Board.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All subsections of the policy are reported as compliant.

EVIDENCE

1. All subsections of the policy are reported as compliant.

I report this section as **COMPLIANT**.

## Governance Process # 2g "Board Committee Structure"

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

Signed,



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

October 28, 2016

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***(Board Policy is indicated in bold typeface throughout.)***

**Global Policy Statement GP2g: A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy or those created in an ad hoc basis by the Board. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. Timely reporting to the Board shall be by appropriate verbal comments by the committee chair, unless otherwise stated in the committee mandate. All Board committees shall submit a final report following the conclusion of the committee's mandate. Board committees should only be used to assist the Board in completing its own governing objectives.**

### CGO INTERPRETATION

I interpret "existence and charge" as the committee came into being with a mandate approved by the Board of Directors. I interpret "regardless whether Board members sit on the committee" as all committee members, whether they are members of the Board of Directors or not, must abide by the principles outlined in GP#2f "Board Committee Principles", and remain dedicated to providing products for Board consideration. I define "only Board committees are those which are set forth in this policy" as the Ownership Linkage Committee, Finance Committee, and General Meeting and Election Appeals Committee. I define "unless otherwise stated, a committee ceases to exist as soon as its task is complete" as Board committees must disband when the Board of Directors deems that its mandate has been completed. While this is normally determined when the committee is struck, the Board of Directors has the power to extend the mandate of any Board committee. I interpret "timely reporting to the Board

shall be by appropriate verbal comment by the Committee Chair" as the Board committee must provide the Board of Directors with a verbal update at a Board Meeting following committee meetings, as well as answer any questions that Board members may have. I define "shall submit a final report to the Board following the conclusion of the committee's mandate" as the Committee Chair must submit a report to the Board of Directors for approval following the conclusion of the committee's mandate, outlining any final recommendations of the committee. I define "should only be used to assist the Board in completing its own governance objectives" as each committee must serve the governance mandate of the Board of Directors while having an agenda that conforms to said mandate.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All committees are brought into existence by the Board.
2. All non-standing committees have a set expiration date.
3. All committees provide updates at all meetings in which they have relevant material to present.
4. All committees provide a final report to the Board.
5. All committees operate only to fulfill a specific mandate as approved by the Board.

#### EVIDENCE

1. No Board committees have been struck by anyone except the Board.
2. All committees, including standing committees, have expiration dates.
3. All committees have provided updates to the Board at all meetings in which they had relevant material to present.
4. All committees who have completed their mandate have submitted a final report to the Board.
5. All committees have specific mandates outlined.

I report this section as **COMPLIANT**.

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



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

October 28<sup>th</sup>, 2016

**(Board Policy is indicated in bold typeface throughout.)**

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

#### CEO INTERPRETATION

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

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

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

I report this section as **COMPLIANT**

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

CEO INTERPRETATION

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

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

I report this section as **COMPLIANT**

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

CEO INTERPRETATION

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

A) Volunteer Hiring Procedures (Appendix A)

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

I report this section as **COMPLIANT**

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

CEO INTERPRETATION

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

A) Queen's Students' Union Student Volunteering Policy and Procedures (Appendix C)

- This document outlines the hiring policies for volunteers within the Queen's Students' Union. Sections 2.0 (Finding the Perfect Volunteering Opportunity), 5.0 (Training), and 17.0 (Complaints and Feedback) all relate directly to the Wilfrid Laurier University's

I report this section as **COMPLIANT**

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

CEO INTERPRETATION

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

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

I report this section as **COMPLIANT**

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

#### CEO INTERPRETATION

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

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

## EVIDENCE

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

I report this section as **COMPLIANT**

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

## CEO INTERPRETATION

I interpret the above statement as written.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

## EVIDENCE

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

I report this section as **COMPLIANT**

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

## CEO INTERPRETATION

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

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

I report this section as **COMPLIANT**

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

#### CEO INTERPRETATION

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

A) Volunteer Hiring Procedures (Appendix A)

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

B) Students' Union Website (Appendix B)

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

I report this section as COMPLIANT.

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

CEO INTERPRETATION

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

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

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

All sections of EL#2J are in compliance.

EVIDENCE

A) All sections of this report are in compliance.

I report this section as **COMPLIANT**

MANUAL TITLE:  
LAST UPDATED:  
ADMINISTRATIVE DUTY:

Volunteer Hiring Procedural Manual  
August 2016  
Vice President: Finance and Administration



## 3.5 Volunteer Hiring Procedures

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

### **3.5.1 Categories**

- 3.5.1.1 All volunteer positions within the Students' Union shall fall into one of the following categories:
- 3.5.1.1.1 Coordinator (c);
  - 3.5.1.1.2 Executive (e);
  - 3.5.1.1.3 General (g); and
  - 3.5.1.1.4 Special Skills (ss)

### **3.5.2 Positions**

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

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

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

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

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

# Volunteer Hiring Procedural Manual

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

## **3.5.3 Position Listing**

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

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

## **3.5.4 Term**

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

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

## **3.5.5 Double-Hiring**

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

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

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

3.5.5.1.3 Three (3) General volunteer positions.

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

## **3.5.6 Conflicts of Interest**

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

# Volunteer Hiring Procedural Manual

3.5.6.2 Incidences where a conflict of interests exists include:

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

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

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

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

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

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

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

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

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

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

## **3.5.7 Hiring Panels**

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

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

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

# Volunteer Hiring Procedural Manual

discouraged.

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

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

3.5.7.5 Orientation Week Specific Volunteers

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

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

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

## **3.5.8 Training**

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

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

3.5.8.1.2 The STARR mark allocation scheme;

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

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

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

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

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

# Volunteer Hiring Procedural Manual

with a general DNR placed on their account.

## **3.5.9 Notification and Marking of Applications**

3.5.9.1 Once the position ticket has closed on [hiring.yourstudentsunion.ca](http://hiring.yourstudentsunion.ca) the responses of each applicant must be scored according to STARR.

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

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

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

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

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

3.5.9.3 Notification to all applicants who apply, successful or not, will be sent out over the [hiring.yourstudentsunion.ca](http://hiring.yourstudentsunion.ca) mailing system and will be sent to the applicants @mylaurier.ca account.

## **3.5.10 Selecting Candidates for Interviews**

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

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

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

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

# Volunteer Hiring Procedural Manual

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

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

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

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

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

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

## **3.5.11 Hiring Process**

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

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

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

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

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

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

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

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

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

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

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

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

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

# Volunteer Hiring Procedural Manual

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **3.5.12**      **Weighted Assessments**

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

3.5.12.2 The following weighting shall apply to Coordinator hiring:

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

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

3.5.12.2.3 Presentation will be worth 30% of the overall score

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

3.5.12.3 The following weighting shall apply to Executive hiring:

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

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

3.5.12.3.3 Presentation will be worth 30% of the overall score

# Volunteer Hiring Procedural Manual

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

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

3.5.12.4.1 Online application will be worth 75% of the score

3.5.12.4.2 Personal Statement will be worth 25% of the score

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

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

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

## **3.5.13 GPA Policy**

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

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

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

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

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

## **3.5.14 Delineation of Hiring Policy**

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

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

# Volunteer Hiring Procedural Manual

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

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

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

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

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

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

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

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

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

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

# Volunteer Hiring Procedural Manual

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

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

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

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

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

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

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

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

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

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

# Volunteer Hiring Procedural Manual

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

3.5.14.1.8.5 Misleading information

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

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

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

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

## **3.5.15 Appeals Process**

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

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

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

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

3.5.15.3.2 Violation(s) of the respective Hiring Policy.

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

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

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

# Volunteer Hiring Procedural Manual



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

### What's Available?

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

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

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

Good luck!

### Interested in Volunteering?

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

To learn more about the STARR hiring system, visit [starr.yourstudentsunion.ca](http://starr.yourstudentsunion.ca)

Click here to see our volunteer hiring manual.

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

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

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

### Looking for Employment Opportunities?

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

Full-time opportunities are posted when positions become available.

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

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

### POLICY

[VIEW OUR POLICIES HERE](#)

Please leave your feedback here. \*

Would you like a response to your feedback?

- Yes
- No

Send

# **QUEEN'S STUDENTS' UNION STUDENT VOLUNTEERING POLICY AND PROCEDURES**

Draft:	July 2014
Approved by Volunteer Working Group:	October 2014
Approved by Queen's Student Union Council:	November 2014
To be reviewed:	July 2016

# QUEEN'S STUDENTS' UNION VOLUNTEERING POLICY

## 1.0 Introduction

Queen's Students' Unions' mission is to help Queen's students make the most of their time at Queen's University. Life at university should be fulfilling and fun. Queen's Students' Union will give students first-class support and services; listen and respond to students' needs and help students to achieve their full potential.

Volunteer SU (the student volunteering unit based within the Student Development Team at Queen's Students' Union) believe that providing tailored voluntary opportunities for all students to participate in greatly contributes to Queen's University Students' Unions' mission.

This Volunteering Policy outlines methods of recruitment, support procedures and mechanisms in place to safeguard student volunteers as well as highlighting structures in place to ensure the effort and motivation of student volunteers is recognised, encouraged and championed, and that the services of Volunteer SU benefits all parties; students, beneficiaries, volunteer involving organisations, and Queen's Students' Union.

This policy should act as a guide for both student volunteers and volunteer involving organisations in order to clearly highlight expectations of and responsibilities to student volunteers as well as best practice processes in volunteering.

## 1.1 The Value of Volunteering at Queen's Students' Union

Volunteer SU strives to involve students in valuable volunteering activities to ensure students are empowered, enabled to fulfil their potential and that Queen's Students' Union is there for our community, inclusive of all (Queen's Students' Union, Strategic Plan 2012-2015).

Volunteering is beneficial to students in a number of ways:

- Volunteering provides opportunity for skills development and work related learning that cannot be achieved from academic studies alone.

- Volunteering enables students to interact with local residents and organisations, enhancing the student and community relationship as well as aiding students to build their social and professional networks.
- Student volunteers positively impact on their community by engaging in local volunteering opportunities and by establishing and delivering their own student-led projects.
- Volunteering allows students to challenge themselves by doing something completely different or to stimulate their interests by doing something they are passionate about.
- Volunteering also has a secondary effect, the feeling of reward from doing good increases resilience and promotes mental and physical health:  
*'Evidence shows that helping others is actually beneficial for your own mental health and wellbeing. It can help reduce stress, improve your emotional wellbeing and even benefit your physical health.'*  
 (DOING GOOD DOES YOU GOOD:  
 A pocket guide to helping others,  
 Mental Health Foundation)

## 1.2 Who is a Student Volunteer?

*'Volunteering is the commitment of time and energy, for the benefit of society and the community, the environment, or individuals outside one's immediate family. It is undertaken freely and without concern for financial gain.'*

(Volunteer Now)

Where a student is committing time and effort for free to benefit others, animals or the environment; they are a student volunteer. This activity can be with an external volunteer involving organisation.

There are a range of positions across Queen's University and Queen's Students' Union which are voluntary (and often students do not recognise these positions as volunteering):

- Committee member of a club or society
- Active member of a voluntary/charitable society
- Committee member or active member of RAG (Raise and Give)
- Course/Class rep
- Member of Student Council
- Homework Club Tutor
- Peer mentor
- Queen's Ambassador
- Green Impact Assistant
- International Buddies

- Helping out at Chaplaincies
- STEM Ambassador
- Queen's Sports volunteers
- Events volunteers

The list above is not exhaustive of the volunteering opportunities available at Queen's and the Students' Union, but highlights some popular positions that a student may be facilitating but not realising they are simultaneously volunteering.

## 2.0 Finding the Perfect Volunteering Opportunity

Volunteer SU will use the following methods to promote current and varied volunteering opportunities:

- <http://www.qubsu.org/OpportunitiesSkills/VolunteerSU/Opportunities/>
- Volunteer SU E-Newsletter
- Plasma screens in Enterprise SU (on Ground Floor at Queen's Students' Union)
- Presence at student networking events e.g. Fresher's Fair

Students are encouraged to make contact with Volunteer SU to assist them in finding their perfect volunteering opportunity. Volunteer SU can be contacted via the following ways:

- Email: [volunteer@qub.ac.uk](mailto:volunteer@qub.ac.uk)
- Phone: 028 909 73951
- Web query form:  
<http://www.qubsu.org/Volunteering/Iwanttobecomeavolunteer/Form/>

Students are welcome to meet with Volunteer SU staff to explore volunteering options and can request a meeting via email, phone or the web query form.

Volunteer SU act a brokerage service using their contacts to research and assist students in finding their perfect volunteering opportunity.

Students may have a very clear idea of the area that they wish to volunteer in, and if this is the case, students should make this known to Volunteer SU in any contact with them.

Where possible, Volunteer SU will attempt to match all potential student volunteers to their desired area of voluntary activity.

Where a student is unsure about the area in which they would like to volunteer or are interested in several different activities, Volunteer SU has information on a vast range of volunteering opportunities ranging from one-off events, to the more regular roles that require a commitment of three hours per week. Volunteering opportunities

exist on campus across various Queen's directorates e.g. homework clubs, peer mentoring, international buddies; and off campus with various volunteer involving organisations. Typical areas that may be considered for voluntary activity are:

- Administration
- Advice
- Animals
- Art
- Befriending
- Children
- Conservation
- Counselling
- Crime/Victims
- Disability
- Drugs/Alcohol
- Education
- Environment
- Ethnic Minorities
- Events
- Fundraising
- Health
- Homelessness
- Human Rights
- Men
- Mental Health
- Mentoring
- Older People
- Sports
- Unemployment
- Women
- Young People

This list is not exhaustive and there are other voluntary activities which lie outside the areas listed above.

Students will be presented with at least 2 options for each area of interest (to include requirements, time commitments and location of the roles) who will then indicate their preferred choices; or indeed ask for further options to be suggested to them. Students will be asked for their consent to pass their contact details onto the relevant volunteer co-ordinator at their chosen opportunity who will provide more information and initiate the recruitment process if the student is willing to proceed. All personal information provided to Volunteer SU will be treated in the strictest confidence and will not be passed onto any third party without student consent. If the volunteer involving organisation does not initiate contact with the student within

a reasonable amount of time, **the student should let Volunteer SU know about this so this can be moved forward.**

It will be possible for students to try out/visit several volunteering opportunities in order to find the right role.

Volunteer SU will also facilitate workshops/information sessions throughout the academic year to promote various student volunteering options.

### **3.0 Volunteer SU's Responsibilities to Students**

Queen's Students' Union Volunteering Policy is reinforced by the following principles:

- Volunteer SU will not introduce volunteers to voluntary roles which replace paid staff
- Volunteer SU will not promote unpaid or 'voluntary' internships as we believe interns should be financially compensated for their work, creating equal opportunities for all students as opposed to an opportunity for those few who can afford to work for free
- Volunteer SU will not promote voluntary opportunities with unfamiliar, unlawful or discriminatory organisations
- Volunteer SU will promote activities which are of real benefit to the community and rewarding/valuable for the student volunteer
- Volunteer SU will strive to ensure that recommended volunteering roles are tailored to the interests of individual students
- Volunteer SU will ensure student volunteering is valued, recognised and celebrated e.g. Millennium Volunteers, Degree Plus, Volunteering Excellency Awards
- Volunteer SU will ensure student volunteers are made aware of any relevant training and accreditation opportunities offered by Queen's Students' Union, Queen's University and external partners
- Volunteer SU will provide students with all the necessary information and guidance so students can successfully engage in their chosen volunteering activity

### **3.1 Volunteer Involving Organisations / Queen's Directorates Responsibilities to Student Volunteers**

Where a student has been successfully recruited for a voluntary role, they should receive the following:

- A role description
- Induction session to include a tour of the premises, Health and Safety information and essential procedure information such as timekeeping, rota etc
- Where a volunteering role involves specialist support e.g. befriending individuals with poor mental health; specific training should be provided and regular supervision given to ensure the student volunteer is content and succeeding at the role
- A named supervisor who has the relevant knowledge and experience to support the student volunteer. Student volunteers should have their supervisor's contact details (in case of queries, problems or needing to pass information on)
- Recognition of the value of their contributions, whether communicated informally through feedback and conversation or formally, for example, certificates
- Access to ongoing training opportunities
- Access to relevant policies e.g. Volunteering, Confidentiality, Health and Safety, Equal Opportunities, Child Protection etc.
- A clear policy on the reimbursement of volunteers' out of pocket expenses which is rooted in the organisational ethos, and which takes account of the organisation's financial situation
- The necessary resources and materials to carry out their role
- Appropriate insurance cover e.g. public liability
- Student volunteers are informed of all relevant changes in the organisation which affect their role
- Student volunteers leaving an organisation / project, who have made a regular commitment to it, are able to ask for a reference

### **3.2 Student Volunteers' Responsibilities to Volunteer Involving Organisations / Queen's Directorates**

- Where a student is considering a volunteering role, they should carefully consider they have the availability and skills to meet the time requirements of the role
- Where a student commits to a specialist volunteering role e.g. befriending, the beneficiary relies on the consistency, so student volunteers must be able to commit fully to their role
- Where a volunteer role is not working out for a student volunteer, for whatever reason, student volunteers should inform their allocated supervisor; if the student volunteer feels they cannot speak to their supervisor, they should come to Volunteer SU for advice

- Where volunteers cannot make a volunteering session, they should let their supervisor know as soon as possible
- To adhere to all relevant policies e.g. confidentiality, equal opportunities.

### **3.3 Student Volunteers' Rights within Volunteer Involving Organisations / Queen's Directorates**

- Student volunteers do not have to carry out any voluntary task they feel to be inappropriate or unrealistic
- If a student volunteer feels unprepared or overwhelmed by a voluntary role, they can ask their supervisor for extra training or support
- Student volunteers are free to stop volunteering at any time; student volunteers should inform their supervisor about their decision
- Student volunteers have a right to make known their views about the organisation's or project's work, including its policies and procedures, and to participate in decision making

### **3.4 Student Volunteers' Responsibilities to Queen's Students' Union**

- Student volunteers should always act as an ambassador for Queen's Student's Union and as such behave in an appropriate manner
- Student volunteers should make Volunteer SU aware of any changes in circumstances that may affect their volunteering and to keep in regular contact with Volunteer SU
- Student volunteers should champion the ethos of volunteering, promoting the benefits of volunteering in their conversations with others and encouraging non-volunteering students to get involved
- Student volunteers aged 25 and under are eligible for the Millennium Volunteers Award; they are encouraged to sign up for the award when they start volunteering and log their hours of volunteering in order to gain official recognition of their volunteering and enabling Queen's Students' Union to collate volunteering data for reporting purposes
- Student volunteers are eligible for Degree Plus and are urged to opt for Degree Plus via the volunteering pathway which suits them
- Queen's Students' Union are very proud of student volunteers and from time to time will gather information for case studies, good news stories and press releases; student volunteers may be asked for consent for their volunteering information and photos to be used
- To be committed to furthering Queen's Students' Unions' vision, mission and values

#### **4.0 Student-Led Volunteering Initiatives**

Volunteer SU supports a wide range of student-led projects, from campaigns to voluntary/charity based societies. These projects offer a range of opportunities within the community and the environment. Student-led initiatives provide students with the opportunity to develop skills such as leadership, project planning, teamwork skills and gives them real ownership of individual projects.

Where a student or group of students have a charitable/voluntary idea, Volunteer SU should be used as a point of contact for advice around best practice in setting up their project as well as the continual development of it.

#### **5.0 Training**

Where a student starts volunteering, they should be given induction training or indeed specialised training if the role requires it. Throughout a student's volunteering experience, where possible, further training, informal learning and personal development opportunities should be provided. The volunteer involving organisation or Queen's directorate who host the volunteering opportunity are responsible for this.

Throughout the academic year, Volunteer SU will promote and deliver a range of information sessions /training from material for beginner student volunteers e.g. tasters sessions with external organisations; to programmes for experienced volunteers in positions of leadership e.g. Inspiring Leaders.

All training/workshops will be promoted via the website:

<http://www.qubsu.org/OpportunitiesSkills/VolunteerSU/Opportunities/> AND  
<http://www.qubsu.org/WhatsOn/>

Queen's Students' Union Facebook will also promote Volunteer SU training and workshops.

#### **5.1 Ongoing support**

The assigned supervisor at a specific volunteering role should provide structured support for the student volunteer in relation to the particular voluntary role e.g. group supervision, 1to1 meetings, goal setting etc. This enables student volunteers to share highlights, discuss progress and problem solve. If a student volunteer has any issues of an urgent matter, they should contact their assigned supervisor as soon as possible.

Student volunteers can also contact Volunteer SU for volunteering advice and support.

## 6.0 Student Volunteer Recognition

Student volunteers are extremely important and Queen's Students' Union makes every effort to ensure student volunteers are recognised and celebrated.

All student volunteers aged 25 and under are eligible for the Millennium Volunteers Award (volunteering certificates backed by Department of Education for 50, 100 and 200 hours of volunteering). Student volunteers just need to contact Volunteer SU to register and they will then be given access to an online record book. Students are responsible for recording their hours of volunteering on their online record. Certificates will be issued as soon as volunteering hours are verified. For those student volunteers who achieve 200 hours, they will be invited to a gala award ceremony by Volunteer Now.

There are 3 routes to Degree Plus through volunteering:

Route A – 200 hours of Millennium Volunteers and 500 word essay detailing how volunteering has impacted on their personal and professional development.

<http://www.qub.ac.uk/directorates/degreeplus/RoutestoDegreePlus/RouteA/MillenniumVolunteers/>

Route A – 80% attendance of the Inspiring Leaders programme, a reflective journal based on knowledge/skill/value development in relation to the programme content and 50 hours of Millennium Volunteers.

<http://www.qub.ac.uk/directorates/degreeplus/RoutestoDegreePlus/RouteA/VolunteerLeadershipProgramme/>

Route B – combined pathway – where a student must participate in at least 2 extra-curricular activities (one could be volunteering) and submit a combined route application on or before 31st March of your year of graduation:

<http://www.qub.ac.uk/directorates/degreeplus/RoutestoDegreePlus/RouteB/>

Volunteering can be recognised as a significant activity contributing to Researcher Plus for postgraduate research students. Students provide evidence and reflect on their involvement in at least 2 activities:

[www.qub.ac.uk/prdp/ResearcherPlus](http://www.qub.ac.uk/prdp/ResearcherPlus)

The Cabinet office are seeking nominations for Points of Light which recognises and celebrates individual innovative volunteers of all descriptions across the UK.

Volunteer SU aim to nominate innovative student volunteers as and when appropriate.

In June each year, Volunteer SU co-ordinate the Volunteering Excellency Awards – this is a gala award ceremony to recognise and celebrate all the fantastic volunteering efforts of Queen’s students, staff and alumni. Students can nominate themselves or their peers. Internal departments and external organisations can also nominate student volunteers.

## 7.0 Global Volunteering

There are a wide range of organisations offering international volunteering opportunities. Whilst volunteering on a global scale is a valuable and rewarding experience, there are a number of issues to consider e.g. substantial fees to ‘fundraise’, accommodation, travel, visas and immunisations. Volunteering internationally can be a complex process and unfortunately there have been cases of disreputable broker companies pocketing a percentage of fundraised monies (which should go towards travel, accommodation and food for the volunteer).

Therefore, Volunteer SU are very selective in the global volunteering organisations they work with. Volunteer SU will promote government funded schemes such as EVS and ICS/VSO which incur little or no expense to the student volunteer and trusted local organisations (some of which have a student-led branch at the University) where students can (if they choose) continue to volunteer with them when they return home i.e. British Red Cross, Childreach International, Christian Aid, Habitat for Humanity, Oxfam Ireland, Save the Children, Tearfund and Trócaire.

Where a student has had a rewarding and issue free global volunteering experience and consequently becomes an ambassador for that organisation; Volunteer SU will meet with them to explore the option of it being added to the approved list for promotion.

Where a student wishes to participate in global volunteering, Volunteer SU strongly urges them to research their options and stick to the approved organisations / schemes above. Volunteer Now have produced a document called Steps around the World to support young people considering global volunteering:  
<http://youngcitizens.volunteernow.co.uk/why-volunteer/overseas-volunteering>

Volunteer SU cannot provide financial assistance for global volunteering roles or consular advice for any problems encountered whilst a student is volunteering overseas.

## 8.0 Political Volunteering

Queen’s Students’ Union recognises the invaluable experience that volunteering provides for students, however, also believe that the volunteering opportunities Volunteer SU promote should not be of a political nature to ensure a student does

not feel excluded from a volunteering opportunity, no matter what their political belief is.

However where a student has a particular political interest, they are welcome to join an existing student-led society or create a new student-led society.

## **9.0 International Student Volunteers**

Where a student is from outside the EU or EEA, they should check their visas or entry clearance conditions to make sure that they are allowed to volunteer in addition to studying. Often volunteering is described as 'unpaid work' in this type of documentation. Therefore if there is a limit on working hours stated on a student's visa, for example "Work 20 hours max" or "Work limit 20hrs p/w term time", this restriction will also apply to volunteering. An international student should ensure they are allowed to volunteer otherwise this could jeopardise their visa status.

Where a student is unsure about their visa regulations, they should seek advice from the International Student Support Team [iss@qub.ac.uk](mailto:iss@qub.ac.uk)

## **10.0 References**

Volunteer SU will provide references for students for a period of 12 months after they either complete their volunteering activities, or graduate. Volunteer SU can only provide references for those students who have participated in at least one Volunteer SU initiative (Inspiring Leaders, Homework Clubs), have logged their hours of volunteering for Millennium Volunteers and who have kept in regular contact with Volunteer SU throughout their volunteering. Where a student volunteer does not meet this criteria, it is recommended that they seek a reference from their supervisor at their chosen volunteering role.

## **11.0 Volunteer Working Group**

Volunteer SU co-ordinate a volunteer working group made up of Queen's and Queen's Students' Union staff who have a vested interest in volunteering. The group is chaired by the VP Community. The volunteer working group's role is to share information, promote volunteering initiatives in their relevant departments and input into the direction of Volunteer SU programmes.

## 12.0 Access NI Checks (Criminal Background Checks)

For some volunteering roles, there is a requirement for an Access NI Check. Positions which require Access NI checks are roles which involve regulated activity. Regulated activity is a role which involves close and unsupervised contact with vulnerable adults and all children. Examples of regulated activity in relation to children would include teaching, personal care, supervising, driving a vehicle only for children and volunteering unsupervised within schools, children's homes, childcare premises or a children's hospital. Examples of regulated activity with adults includes providing health care, providing personal care, providing social work, assistance with general household matters (which includes managing the person's cash, paying their bills or shopping on their behalf) and conveying of adults due to age, illness or disability as well as the assistance in the conduct of a person's own affairs.

An Enhanced Access NI check is a legal requirement for those volunteering in positions regarded as Regulated Activity. Volunteer SU does not process Access NI for volunteers placed within charities/community groups, as the role of the Volunteer SU is to act as a brokerage service for volunteers, and the safeguarding procedures are the responsibility of the volunteer involving organisation. An Access NI Check involves the individual submitting an application form and presenting 3 forms of authorised ID to the volunteer involving organisation who will forward the application form to Access NI. The check will then be processed – this takes apx. 4-6 weeks and a certificate of the outcome will be sent to the individual and the organisation.

If an Access NI check is clear, there is usually no problem in the student starting their volunteering role. If there is a criminal background on the certificate, the volunteer involving organisation will make a decision if the information is relevant to the volunteering role, if it is, they may decide to talk this through with an individual before making a final decision on whether to accept them or not.

## 13.0 Confidentiality

All student volunteers must handle confidential information and associated materials in accordance with the confidentiality procedures set in place by the relevant volunteer involving organisation or directorate.

Volunteer SU also collect the personal data of student volunteers to keep in touch which assists with the tracking of volunteering experiences and gives an opportunity to highlight other opportunities. Personal information is restricted to staff working within the Student Development Team and will not be passed to a third party without the student volunteer's permission.

Data Protection Policy

Volunteer SU, July 2014

<http://www.qub.ac.uk/home/RegistrarsOffice/InformationComplianceUnit/DataProtection/UniversityPolicy/>

#### **14.0 Expenses**

Volunteer involving organisations / directorates should have a clear policy on the reimbursement of volunteers' out of pocket expenses rooted in their organisational ethos, and which takes account of the organisation's financial situation. They do have a certain obligation to reimburse volunteer expenses, such as travel expenses to and from the place of volunteering to ensure that there are no barriers to volunteering. It should be noted that there are organisations out there who simply do not have the funds to reimburse out of pocket expenses and so where there is a local branch – Volunteer SU will only promote their activities where any travel expenses would be nil (i.e. within walking distance) or very minimal. Students should carefully consider signing up for any volunteering activity which does not reimburse out of pocket expenses.

#### **15.0 Special Assistance**

Volunteer SU are committed to promoting diversity and inclusion, and to remove any barriers that may restrict a students' participation in volunteering. If a student requires any special assistance in order to fully engage in a volunteering activity, Volunteer SU will do all it can to arrange and help with specific requirements. This includes alternative means of transport, adaptive tools, or a 'buddy' to accompany the student to their chosen activity.

Equality and Diversity Policy

<http://www.qub.ac.uk/directorates/HumanResources/EqualOpportunitiesUnit/EqualityandDiversityPolicy/>

#### **16.0 Health and Safety & Insurance**

All student volunteers who are volunteering within Queen's directorates are covered by Queen's Health and Safety Policy and insurance policy. Queen's University and Queen's Students' Union will ensure that students will volunteer in conditions that are safe and healthy.

All volunteer involving organisations should provide the similar mechanisms, briefing new volunteers on the health and safety and insurance policies in place and ensuring student volunteers can access these policies.

Health and Safety Policy

<http://www.qub.ac.uk/directorates/HumanResources/OccupationalHealthandSafety/HealthandSafetyPolicy/>

### 17.0 Complaints and Feedback

Volunteer SU aims to identify problems at the earliest possible stage and will support students to resolve any issues that may arise as a result of their volunteering. Any student, staff, or charity/community group partner can contact Volunteer SU if they have a relevant complaint or concern.

[volunteer@qub.ac.uk](mailto:volunteer@qub.ac.uk)

028 909 73951

Volunteer SU will endeavour to work with the complainant to resolve the issue.

Where a complaint is about Volunteer SU, the complainant may liaise with the Student Development Manager at:

Queen's University Belfast Students' Union

University Road

Belfast

BT7 1NF

Tel: 028 909 71065

All student volunteers are actively encouraged to express their views about all volunteering matters at Queen's Students' Union and associated volunteer involving organisations / directorates to Volunteer SU or by speaking with the VP Community. Any student, staff, or charity/community group partner can also provide feedback via the following webpage:

<http://www.qubsu.org/Feedback/> and their comments will be responded to within ten days.

Volunteer SU also carries out evaluations of its' programmes, providing another avenue to voice opinions, thoughts and comments.

This policy will be reviewed on a two-yearly basis to ensure the continued development of Volunteer SU. This policy is next due for review in July 2016.

## References

DOING GOOD DOES YOU GOOD: A pocket guide to helping others, Mental Health Foundation <http://www.mentalhealth.org.uk/publications/doing-good-guide/> (last accessed on 09/07/14)

Volunteer Now: <http://www.volunteernow.co.uk/volunteering/get-involved> (last accessed on 09/07/14)



## VOLUNTEER CONFIDENTIALITY AND UNAUTHORIZED DISTRIBUTION OF CONFIDENTIAL INFORMATION AGREEMENT

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

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

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

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

Signee Name: \_\_\_\_\_  
 Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

VP: F&A Name: \_\_\_\_\_  
 Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

## Hiring & Recruitment Interview Script

INTRODUCE: \_\_\_\_\_ Coordinator

INTRODUCE: \_\_\_\_\_, and I'm the hiring rep.

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

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

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

Do you have any questions before we get started?

\* Don't forget to collect sheets

## Appendix F

### Admin Users

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

## Finance Committee Midterm Report October 28, 2016

The Finance Committee was struck on September 16<sup>th</sup>, 2016, with the mandate to review and assess Executive Limitations #2d, #2e, and #2f in terms of efficacy, evidence, and compliance; in addition to reviewing and assessing budgetary compliance with the Ends policy and Strategic Plan. The membership of the committee consists of Director Price and Director DeSumma, as well as Vice Chair Molkoski and Chair DeSumma. The committee met on October 6<sup>th</sup>, 2016.

The outcome of the committee's assessment of the policies thus far is that the President is for the most part compliant, aside from **EL#2d.6**, as a purchase of over \$10,000 was made without Board approval.

For EL#2e.1, the committee recommends that **additional policy be created stating that purchases are reported in Canadian currency to ensure consistency and continued compliance.**

The committee also discussed the interpretation of the term "Capital." Emphasis is placed on consistency between EL2f5 and EL2e5.

Furthermore, the committee would like to emphasize the reporting of EL 2e4 in regards to accurate +/- changes when reporting, "\$ Change" and "% Change" for the Budget Summary by Category.

It should be noted that these are recommendations, not a binding motion on the President. It should also be noted that the committee recognizes that all other policies and evidence relating to EL#2d, EL#2e, and EL#2f are done to a reasonable degree.

Respectfully submitted,



Nick Molkoski  
Chair of the Finance Committee  
Wilfrid Laurier University Students' Union