

**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 inclusive social interaction
- Products and services that cater to the financial needs of students

**Land Acknowledgement**

We acknowledge the traditional territory of the Neutral, Anishnawbe and Haudenosaunee people

| Start                     | Duration | Agenda Item   | Type | Presenter         | Policy Reference |
|---------------------------|----------|---|------|-------------------|------------------|
| 6:00 PM                   | 2 mins   | Call to Order and Indigenous land acknowledgement   | adm  | Chair Abu-Rshaid  |                  |
| 6:02 PM                   | 1 mins   | Regrets   | adm  | Chair Abu-Rshaid  | GP #2c.8         |
| 6:03 PM                   | 2 mins   | Conflicts of Interest   | adm  | Chair             | GP #2c.2         |
| 6:05 PM                   | 2 mins   | Adoption of Agenda<br><b>MOTION</b> that the Board of Directors adopt the agenda as presented   | D    | Chair Abu-Rshaid  |                  |
| 6:07 PM                   | 3 mins   | <u>Adoption of the Consent Agenda</u><br>GP #2h Annual Governance Planning<br>GP #2d Chair Job Description<br>GP #2e Vice Chair Job Description<br>GP #2k Governance Financial Accountability<br>EL #2h Executive Succession<br>EL #1 Global Executive Constraint<br>EL #2a Treatment of Consumers<br>EL #2b Treatment of Staff<br>EL #2e Financial Planning and Budgeting<br>EL#2f Asset Protection<br>EL: #2j Hiring Practices- Unpaid Staff<br><b>MOTION</b> that the Board of Directors adopt the consent agenda as presented | D    | Chair Abu-Rshaid  |                  |
| 6:10 PM                   | 2 mins   | Comments from the Chair of the Board & CGO  | fi   | Chair Abu-Rshaid  |                  |
| 6:12 PM                   | 4 mins   | Comments from the President & CEO   | fi   | President Spenser |                  |
| 6:16 PM                   | 4 mins   | Comments from the Executive Director & COO  | fi   | ED Champagne      |                  |
| 6:20 PM                   | 5 mins   | Ownership Linkage Committee bi-monthly update   | fi   | Chair Abu-Rshaid  | GP #2g1          |
| 6:25 PM                   | 5 mins   | Direct Inspection Committee Reports   | D    | Chair Abu-Rshaid  | GP ##2b          |
| 6:30 PM                   | 5 mins   | Finance Committee Election<br>(Chair + 3 directors)   | D    | Chair Abu-Rshaid  | GP #2g2          |
| 6:35 PM                   | 15 mins  | Athletic Sponsorship Agreement  | D    | ED Champagne      | EL #2d           |
| 6:50 PM                   | 10 mins  | Fall Semester Meeting Schedule  | D    | Chair Abu-Rshaid  | GP #2c           |
| 7:00 PM                   | 5 mins   | Brantford Student Life Levy Election  | D    | Chair Abu-Rshaid  |                  |
| 7:05 PM                   | 15 mins  | In-Camera Session<br><b>MOTION</b> that the Board of Directors Proceed to an in-camera session  | D    | Chair Abu-Rshaid  |                  |
| 7:20 PM                   | 2 mins   | Announcements   | fi   | Chair Abu-Rshaid  |                  |
| 7:22 PM                   | 4 mins   | Action Items Summary  | adm  | Chair Abu-Rshaid  |                  |
| 7:26 PM                   | 2 mins   | Adjournment<br><b>MOTION</b> that the Board adjourn the August 23rd meeting   | adm  | Chair Abu-Rshaid  |                  |
| <b>Total 1 hr 28 mins</b> |          |   |      |                   |                  |

**LEGEND:**

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

## Executive Limitation #2h “Executive Succession”

This monitoring report for Executive Limitation Policy #2h “Executive Succession” is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2022-23 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.**



Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union  
July 5<sup>th</sup>, 2023

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**Policy Wording EL#2h1: The President will not: Operate without ensuring continuity of organizational operations through the creation and implementation of a succession plan.**

### CEO INTERPRETATION

I interpret “**continuity**” as the ongoing process that allows the Organization to carry on with its day-to-day operations.

I interpret “**organizational operations**” as the responsibilities of the student executive and the full-time staff assigned with their specific portfolios pertaining to day-to-day and long-term work.

I interpret “**succession plan**” as a predetermined process that ensures that the operations, management and advocacy of the organization do not cease should the President be incapacitated and be unable to carry out their duties.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Vice President, Finance and Administration as well as the Executive Director are well versed in each aspect of Presidential duties and responsibilities including but not limited to:
- a. Representation on University committees and responsibilities associated with such committees;
  - b. Budgeting priorities and management;
  - c. Human Resources/Management duties including supervision;
  - d. Advocacy projects in conjunction with Government and/or stakeholders;
  - e. Facilitating President's Group and President's Group/Operations Group meetings.
- B. The Vice President, Finance and Administration is aware of the above requirements when they sign the succession checklist.
- C. The Executive Director is aware that their responsibility will be to support the portfolio of the President in conjunction with the Vice President of Finance and Administration.

#### EVIDENCE

1. Regular Meetings between the President and President Designate
  - The President and Vice President of Finance and Administration meet bi-weekly at minimum to remain communicative and proactive by informing the Vice President of Finance and Administration of any business the President is attending to that may be relevant/require action during a time when he is acting as President.

I report this section as **COMPLIANT**.

**Policy Wording EL#2h2: The President will not: Take an expected or planned leave of absence, whether full or partial, while allowing the board to be:**

#### CEO INTERPRETATION

I interpret "**expected or planned**" as being aware of the date(s) the President will be away from office at least one working week (5 days) ahead of time.

I interpret "**leave of absence**" as a period of time where the President is not in office and unable to perform their duties including but not limited to: vacation time, wellness time and personal time.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The President plans their leave of absence within a minimum of a week ahead of time.

#### EVIDENCE

1. The Chair of the Board, Executive Director, Vice President of Finance and Administration and Management Team are aware that the President will be away from the office on August 19th for vacation.
2. Vacation Request
  - The Executive Director approved the vacation request, on behalf of the Board for the President, on June 29th, 2022.

I report this section as **COMPLIANT**.

**Policy Wording EL#2h2a: The President will not: Take an expected or planned leave of absence, whether full or partial, while allowing the board to be: Unaware of the leave of absence in advance;**

#### CEO INTERPRETATION

I interpret "**unaware**" as not having the Chair of the Board be notified.

I interpret "**in advance**" as notifying the Chair of the Board with at least one week notice.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. When the President informs the Executive Director of a leave of absence, they must also provide the reason behind the leave and detail of any conflicts of interest in writing and/or on DayForce.

#### EVIDENCE

1. The appropriate vacation forms were filled out, submitted and approved by June 29th, 2022.

I report this section as **COMPLIANT**.



**Policy Wording EL#2h2b: The President will not: Take an expected or planned leave of absence, whether full or partial, while allowing the board to be: Unfamiliar with the President's reason for the leave, including any conflicts of interest;**

CEO INTERPRETATION

I interpret "**conflicts of interest**" as a situation and/or circumstance where the matters of two parties are incompatible and there are advantageous gains for one party.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The President informs the Chair of the Board of a leave and conveys in writing their reason behind the leave, including all conflicts of interest regarding the leave.

EVIDENCE

1. The appropriate vacation forms were filled out, submitted and approved by June 29th, 2022.

I report this section as **COMPLIANT**.

**Policy Wording EL#2h2c: The President will not: Take an expected or planned leave of absence, whether full or partial, while allowing the board to be: Unaware of the President's interpretations to mitigate or avoid the conflicts of interest, and minimize interruptions in service with proficiency including the naming of a Vice President of the Corporation as interim or partial President and CEO.**

CEO INTERPRETATION

I interpret “**mitigate**” as the conscious and proactive effort to decrease the burden of the President’s absence.

I interpret “**avoid**” as the intentional effort to stay away from responsibilities.

I interpret “**interruptions in service**” as a reduction in the quality, efficiency and effectiveness of the operations intended to serve its stakeholders by the Students’ Union.

I interpret “**interim or partial President and CEO**” as the temporary replacement of the President, someone appointed by the President to fulfill their responsibilities during the leave of absence.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. When the President determines that they require a leave of absence, the interim President and CEO is informed immediately. This time will allow the interim to prepare to the best of their ability for their additional responsibility.
- B. The Executive Director must be willing and able to support the interim President and CEO during their transition and temporary status.
- C. The President and CEO and the interim President and CEO must convey a plan to lessen the gravity of the transition period and leave of absence.

#### EVIDENCE

- 1. The President gave sufficient and early notice to the Vice President, Finance and Administration on his vacation more than a week in advance.
- 2. The Executive Director and the President and CEO had a transition meeting to discuss his support of the Vice President, Finance and Administration while the President will be on vacation.

I report this section as **COMPLIANT**.

**Global Policy Statement: With respect to both governance and operational issues, the President will not allow their absence to adversely impact the Organization.**

#### CEO INTERPRETATION

I interpret “**adversely impact**” as allowing the Organization to significantly decrease the quality in performance compared to its status prior to the leave of absence.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Section 2h1, 2h2, 2h2a, 2h2b, 2h2c are compliant.

#### EVIDENCE

1. Evidence for the Global Policy Statement in a culmination of all evidence in the sections of this monitoring report.

I report this section as **COMPLIANT**.

## Executive Limitation #1 “Global Executive Constraint”

This monitoring report for Executive Limitation Policy #1 “Global Executive Constraint” is presented in accordance with the monitoring schedule set forth by the Board of Directors. 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.**

Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union

August 15<sup>th</sup>, 2023

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

**Policy Wording EL#1: The President shall not: Cause or allow any organizational practice, activity, decision or circumstance, which is either:**

- unlawful
- imprudent
- in violation of commonly accepted business and/or professional ethics

### CEO INTERPRETATION

I Interpret “**unlawful**” as conducting an act that is prohibited by and in violation of federal and provincial legislation, municipal by-laws, and other rules and regulations which are established by Wilfrid Laurier University, WLU Students' Union including the Constitution, and any other agreement the Organization and/or institution is bound to follow.

I interpret “**imprudent**” as acting in a rash or impulsive manner, and not showing consideration for immediate, short-term and long-term consequences of actions which impact the membership and/or the operations of the organization.

I interpret “**commonly accepted business and/or professional ethics**” as standard strategic and operational practices followed by not-for-profit organizations and the leaders of not-for-profit organizations including but not limited to being cognizant of the use of funds appropriately and conflicts of interests otherwise known as best practices.

## OPERATIONAL DEFINITION

- A. The external audit does not question the prudence, ethics or lawfulness or our financial practices.
- B. There are no substantiated claims by staff or consumers of human rights abuses, unethical actions or activities, violation of occupational health and safety regulations or any legislation.
- C. Volunteers and employees have an avenue to report unethical practices to their supervisors according to the organizational structure without fear or retaliation.
- D. There have been no fines or lawsuits for illegal activity.
- E. The Organization abides by common business practices.

## EVIDENCE

1. The external audit will begin on Monday August 14<sup>th</sup>, 2023, by KPMG. Since the COVID-19 pandemic, they have conducted these audits virtually and will continue to do that this year. The final statements provided by KPMG should go to the board in October.
2. Since the start of this year, there has been no discovery of unethical practices by any staff members. However, if there was a discovery of an unethical practice made internally, we would separate ourselves from that employee immediately following our investigation and begin to work towards repairing harm in the community. At the Students' Union, we have zero tolerance for unethical behaviour and would address it immediately.
3. Furthermore, the Students' Union has not been successfully sued nor fined for any illegal activities in the past year.

I report this section as **COMPLIANT**

## Executive Limitation #2a “Treatment of Consumers”

This monitoring report for Executive Limitation Policy #2a “Treatment of Consumers” is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2022-2023 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.**



Megan Apenler  
President and CEO  
Wilfrid Laurier University Students' Union

August 15<sup>th</sup>, 2023

### **Policy Wording EL#2a1: The President will not: Operate member focused facilities and member focused services that do not:**

#### CEO INTERPRETATION

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

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, 2a6 are in compliance.

#### EVIDENCE

1. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, 2a6 are in compliance

I report this section as **COMPLIANT**.

#### **Policy Wording EL#2a1a: The President will not: Operate member focused facilities and member focused services that do not: measure member satisfaction;**

#### CEO INTERPRETATION

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

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union has a strategy to measure customer feedback about our business offerings and services: The Customer Service & Satisfaction Policy, and actively seeks the procurement of feedback.
- B. This strategy is realized and executed at the discretion of the manager or coordinator in charge of the service, program offering and/or the business most applicable. This may include but not limited to: written surveys, customer feedback forms, anonymous feedback through [sufeedback@wlu.ca](mailto:sufeedback@wlu.ca), feedback from our website, social media accounts etc.

#### EVIDENCE

- A. The feedback form is open on the new website. In the absence of our Director of Marketing, the feedback form responses go directly to the Brand Identity manager, and she responds to inquiries daily.
- B. The @campuslife pages on Instagram are indicative of effective

communication strategies intended to focus on the needs of particular campuses, where direct messaging capabilities are open and encouraged for feedback.

- C. This year, the Students' Union Executive Leadership team intends on booting in the concourse (once a week for Waterloo and biweekly for Brantford) throughout the fall and winter term to directly interact with students to measure member satisfaction and get real time feedback on our programming, services and everything we offer.

I report this section as **COMPLIANT**.

**Policy Wording EL#2a1b: The President will not: Operate member focused facilities and member focused services that do not: provide opportunity for member feedback.**

CEO INTERPRETATION

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

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

- A. All committees/services have active Instagram pages and emails that students could reach out to. However, we do find that when students have feedback on certain committees, they are more likely to email the Vice President of the respective department. This contact



information is easily accessible on our website.

- A-Team (Waterloo)
- EcoHawks (Brantford)
- EcoHawks (Waterloo)
- Emergency Response Team
- Food Bank (Brantford)
- Food Bank (Waterloo)
- Foot Patrol (Brantford)
- Foot Patrol (Waterloo)
- Healthy Lifestyles (Brantford)
- Healthy Lifestyles (Waterloo)
- Hiring & Recruitment (Brantford)
- Hiring & Recruitment (Waterloo)
- Shinerama (Brantford)
- Shinerama (Waterloo)
- O-Week
- Wilfrid Laurier University Students' Union

B. Information for Staff email and phone contact is located on the Students' Union website for public access.

C. Open Door policies to all of our members, volunteers and employees allows for feedback to be given in person during office hours on both campuses with no fear of retaliation.

I report this section as **COMPLIANT**.

**Policy Wording EL#2a2: The President will not: Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.**

CEO INTERPRETATION

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

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

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

## EVIDENCE

- A. All credit card, debit card, and one card information collected through payment for Hospitality Services is shredded by a secure, external shredding company.
- B. Only Directors of the organization have access to user profiles and their subsequent information, within our online ticketing portal. The Directors (Member Services, Student Experience, Marketing, Executive Director) are bound by contract for their position to keep student records confidential. The Student Experience Administrator (reporting to the Director of Student Experience) also has access to user profiles and their subsequent information.
- C. ERT keeps incident reports with client information in a locked cabinet that only the ERT Internal Administration Executive has access to.
- D. Foot Patrol keeps student information stored on a secure drive on their computer, which only those working dispatch, as well as Vice President: Programming & Services (Waterloo and Brantford) have access to.
- E. Director of Student Experience has access to input information through the University ADVOCATE student conduct system to store member information from incident reports in a centralized, confidential manner.

I report this section as **COMPLIANT**

**Policy Wording EL#2a3: The President will not: Operate facilities with insufficient accessibility.**

## CEO INTERPRETATION

I interpret "**Operate facilities**" as any Students' Union function, business and/or space within the Fred Nichols Campus Centre, Brantford Student Centre or

Golden Grounds.

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

#### OPERATIONAL DEFINITION

- A. The Students' Union has not been issued any unmet criteria under the *Accessibility for Ontarians with Disabilities Act*, as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.
- B. The Students' Union has not been proven to infringe the rights of any person based on disability, as defined by Part 2, Section 17 of the Ontario Human Rights Code.
- C. The Students' Union has not been issued any unmet criteria under the *Occupational Health and Safety Act (Ontario)*, as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.
- D. Food options for intolerances, allergies or religious needs are available in the Students' Union food operations.

Compliance will be demonstrated when:

#### EVIDENCE

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

I report this section as **COMPLIANT**.

**Policy Wording EL#2a4: The President will not: Operate member focused facilities and member focused services without a clear and well communicated customer service policy.**

#### CEO INTERPRETATION

I interpret “**clear**” as being straightforward, and easily understood when read or

explained by a reasonable person standard.

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

#### OPERATIONAL DEFINITION

- A. All member focused facilities and services of the Students’ Union have a Customer Service Policy.
- B. All departments within the Students’ Union have a unique Customer Service Policy for their respective departments.
- C. All member focused facilities and services have a readily accessible and easy to read Customer Service Policy on our website or in accessible print should a member inquire.
- D. All member focused facilities and services have staff who are well trained on the Customer Service Policies.

Compliance will be demonstrated when:

- A. Our customer service policies are easily accessible to anyone via our website

I report this section as **NOT COMPLIANT**

- We are working diligently to update these policies and will have them on the website when ready (hopefully by September 1<sup>st</sup>).

**Policy Wording EL#2a5/6: The President will not: Allow consumers to be unaware of this policy or operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.**

#### CEO INTERPRETATION

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

marketing channels. The Students' Union strives to omit any hindrances towards accessing this policy for its members.

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The respective Customer Service Policies of the Students' Union operation and services are available and accessible online or readily available in print form.
- B. The process to obtain information concerning a Customer Service Policy becomes clear and advertised through its marketing.
- C. There are pluralities of identified channels through which members, customers and employees can provide feedback both formally and informally.

#### EVIDENCE

- A. Customer service policies can be easily requested through the Feedback form on the Students' Union Website.
- B. Customers can provide feedback during open office hours, Instagram, and through the website. They are also welcome to pop in to our office at any point to give feedback.

I report this section as **COMPLIANT**.

**Global Policy Statement Wording EL#2a: With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.**

#### CEO INTERPRETATION

I interpret “**interactions with beneficiaries**” as any communication or form of contact through any channel between stakeholders and individuals who benefit from the operations and services of the Students’ Union, including but not limited to: members, customers, employees and/or the Students’ Union full-time staff and student executive team.

I interpret “**cause or allow**” as intentionally or unintentionally initiating or permitting.

I interpret “**conditions**” as the state of any and all services, operations, programs, which are part of the experience of the beneficiaries.

I interpret “**procedures**” as the steps and processes in which we operate programs, services, and businesses through our documented policies.

I interpret “**decisions**” as any operational choices rendered by employees, full-time staff and/or the student executive.

I interpret “**unsafe**” as putting an individual, employee, staff, member or groups at risk of their personal safety.

I interpret “**untimely**” as an intentional disregard for deadlines and circumstances and/or causing delays which impact beneficiaries negatively.

I interpret “**undignified**” as unnecessarily putting an individual or the corporation’s reputation at risk and causing public harm.

I interpret “**unnecessarily intrusive**” as violating an individual’s privacy without a reasonable purpose and without their consent infringing upon their personal privacy.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, and 2a6 are compliant.

#### EVIDENCE

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, and 2a6 are in compliance

I report this section as **COMPLIANT**.

This monitoring report for Executive Limitation Policy #2b “**Treatment of Staff**” is presented in accordance with the monitoring schedule set forth by the Board of Directors. 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.**



**Megan Spenler**  
President and CEO  
Wilfrid Laurier University Students' Union

August 15<sup>th</sup>, 2023

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

**The President will not:**

1. **Operate without up-to-date written personnel procedures that:**
  - a. **clarify rules, expectations, roles and responsibilities for staff;**
  - b. **provide for effective handling of grievances;**
  - c. **clarify disciplinary actions and procedures that are appropriate to the nature of the act; and**
  - d. **Protect against nepotism and other wrongful conditions.**

CEO INTERPRETATION

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

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

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

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

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

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

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

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

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Unpaid employees are given an Unpaid Staff Code of Conduct in addition to position-specific Volunteer Contracts that clearly outline rules, expectations and responsibilities.
- 2) Paid employees are provided with job descriptions and employee manuals that outline rules, expectations and responsibilities.
- 3) Paid and Unpaid staff are familiar and comfortable with the grievance process.
- 4) Policy outlines appropriate disciplinary actions, and the procedures that need to be taken to execute these actions.
- 5) Employees have the ability to file a grievance as per their employee manuals, and are aware of the process to be followed when doing so.

#### EVIDENCE

1. Volunteer Code of Conduct (Appendix A) outlining expectations and rules that volunteers are held accountable to.
2. Volunteer Contract (Appendix B)



3. Student Executive Staff Employee Manual (Appendix C) outlining expectations and rules that the Student Executive are held accountable to.
4. Grievance Policy (Appendix D) available to paid and unpaid staff.

I report this section as **COMPLIANT**.

## **2. Promise or imply guaranteed employment.**

### CEO INTERPRETATION

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

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

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

### EVIDENCE

1. Paid Hiring Policies and Procedures (Appendix E) outlines process utilized for paid staff to ensure a fair and equitable hiring process
2. Unpaid Staff Hiring Policies and Procedures (Appendix F) outlines processes utilized for unpaid staff to ensure a fair and equitable hiring process
3. Accessibility Statement on the Students' Union Website (Appendix G) applicants are welcome to submit any accessibility requests and/or requirement during the hiring process.

I report this section as **COMPLIANT**.

- 3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.**

### CEO INTERPRETATION

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

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

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) There is a clear grievance policy outlined in the Employee Manual and is clearly communicated to employees.

#### EVIDENCE

1. Grievance Policy (Appendix D)

I report this section as **COMPLIANT**.

- 4. Allow staff to be unacquainted with the President’s interpretations of their protections under this policy.**

#### CEO INTERPRETATION

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All sections of EL#2b are in compliance
- 2) President & CEO interpretations are available through Board Meeting Minutes.

#### EVIDENCE

- A) This report will be posted at <http://www.yourstudentsunion.ca/board-resources/> (Students’ Union Website)

I report this section as **COMPLIANT**.

- 5. Allow staff to be unprepared to deal with emergency situations.**

#### CEO INTERPRETATION

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

1. Fire Safety Wardens  
(Appendix H)
2. Emergency Escape Route  
(Appendix I)
3. Fire Alarm Procedures  
(Appendix J)

I report this section as **COMPLIANT**.

Global Policy Statement:

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

#### CEO INTERPRETATION

I interpret “**unfair conditions**” as a working environment that is not up to reasonable working standards and/ or is potentially unsafe.

I interpret “**disorganized conditions**” as fostering an environment that can be confusing, cluttered and difficult for staff to function effectively within.

I interpret “**unclear conditions**” as ambiguous expectations of staff that set them up for failure.

I interpret “**undignified conditions**” as an unseemly environment that does not follow best practices and does not uphold the values of the institution.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1) All sections of EL#2b are in compliance

EVIDENCE

1. All sections of the policy are in compliance

I report this section as **COMPLIANT**.

# APPENDIX A – VOLUNTEER CODE OF CONDUCT



## **VOLUNTEER CONDUCT POLICY**

**Approving Authority:** President & CEO

**Administrative Responsibility:** Director, Policy Research and Advocacy

**Original Approval Date:** August 23, 2019

**Date of Most Recent Review/Revision:**

**Related Policies, Procedures, and Documents:** *Volunteer Conduct Procedures Manual; Students' Union Volunteer Incident Report; Grievances & Whistleblower Policy*

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### **1. Purpose**

- 1.1. This policy establishes guidelines to address performance and behavioural issues for any volunteers of the Wilfrid Laurier University Students' Union.

### **2. Definitions**

- 2.1. **Coaching:** Corrective and ongoing dialogue between a volunteer and their Coordinator or Executive and relevant Associate Vice President or Vice President, that is intended to advise the volunteer on how to constructively improve their behavior.
- 2.2. **Demerit:** A formal indication of misconduct, fault, deficiency, or punishment.
- 2.3. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace.
- 2.4. **Negligence:** Knowingly neglecting a duty that results in unacceptable job performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.
- 2.5. **Unsatisfactory Performance:** Failing to perform volunteer duties in a satisfactory manner as determined by the portfolio supervisor.
- 2.6. **Volunteer:** An undergraduate student hired for a specific role who has also accepted and signed the *Students' Union Volunteer Conduct Agreement*.

### **3. Jurisdiction/Scope**

- 3.1. This policy applies to all Wilfrid Laurier University Students' Union volunteers and is concerned with the enforcement of conduct procedures.

### **4. Policy**

- 4.1. The Students' Union acknowledges the mitigating or aggravating factors that necessitate conduct procedures, including but not limited to:

- 4.1.1. Whether or not the problem has arisen as an intentional action/inaction on the part of the volunteer;
- 4.1.2. Whether or not the volunteer accepts responsibility for their actions;
- 4.1.3. Whether or not the problem is recurring;
- 4.1.4. The prior job performance of the volunteer.
- 4.2. Any Students' Union volunteer or employee who witnesses a Students' Union volunteer exhibit or partake in an unprofessional or disreputable behaviour are required to fill out a Students' Union Volunteer Incident Report and deliver it to the (Associate) Vice President [(A)VP]: Finance & Administration.
- 4.3. The Students' Union shall endeavour to determine an accurate account of the actions and circumstances leading up to an identified problem before proceeding with conduct procedures under the direction of VP: Finance & Administration and Director Student Experience or Brantford Operations.
- 4.4. The Students' Union shall keep a confidential record of any and all conduct procedures on behalf of the portfolio supervisor for future reference.
- 4.5. Conduct procedures shall be commenced under the following circumstances:
  - 4.5.1. **Unsatisfactory Performance:** Failing to perform volunteer duties in a satisfactory manner as determined by the portfolio supervisor.
  - 4.5.2. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace.
  - 4.5.3. **Negligence:** Knowingly neglecting a duty that results in unacceptable job performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.
- 4.6. Any unsatisfactory performance, misconduct, or negligence observed by a supervisor may result in the following outcomes:
  - 4.6.1. Coaching conversation;
  - 4.6.2. Demerit allocation;
  - 4.6.3. Probation period;
  - 4.6.4. Dismissal.

**I shall respect:**

- a) The right of ALL students to choose when, and if, they wish to participate in activities and services.
- b) Differences of gender, ethnic origin, religious affiliation, sexual orientation and as a result of visible and non-visible disability.
- c) The entitlement of ALL students AND volunteers to their own space and time.
- d) That my volunteer role is a privilege and not a right

**I shall abide by:**

- a) All rules, regulations and policies set by the Wilfrid Laurier University Students' Union
  - i. Including but not limited to
    - 1. Academic Code of Conduct
    - 2. Non Academic Student Code of Conduct
    - 3. Students' Union Police Check Policy
    - 4. Students' Union GPA Sub-Section
    - 5. Students' Union Unpaid staff Code of Conduct
    - 6. Gendered Sexual Violence Policy & Procedures

**I agree to/that:**

- a) Not consume illegal drugs and/or ANY alcoholic beverages during designated dry events, while performing my duties as a volunteer, during training dates, and while wearing Students' Union branded clothing
- b) I will not abuse my position of trust by engaging in activities that may be seen as sexual/intimate/exploitative with any student, while acting in the official capacity of my role, nor will I use my position for personal gain or advantage.
- c) To immediately report any actions taken by volunteers who have contravened the above. In the case of a sexual assault, we recommend that the person disclosing the information be directed to the Sexual Assault Support Advocate for Laurier 519-884-1970 x 4847
- d) Not engage in any act, language or behaviour that portrays academic endeavours or the learning environment at Wilfrid Laurier University in a negative light.
- e) Not engage in any language, act or behaviour that is defined as sexist, racist, homophobic or offensive
- f) Not negatively represent the Students' Union through social media content I post with regards to my role as a Students' Union Volunteer
- g) Not pressure or compel any student or volunteer to make a monetary donation or contribution to Shinerama or any other charitable cause
- h) Not miss any shift, meeting, or event without communicating a valid excuse to the Coordinator or Volunteer Liaison at minimum 72 hours in advance
- i) Complete and abide by all roles, tasks, and responsibilities as outlined in my job description and during training
  - i. Including but not limited to
    - 1. Complete all required Performance Appraisals
    - 2. Respond to all emails within 72 hours
    - 3. Being a positive role model for all committee volunteers
    - 4. Report all coaching conversations to the (A)VP: Finance and Administration
- j) I will encourage and maintain an open flow of communication between myself and the executive team in order to remain connected and updated on what is happening
- k) Within the scope of my role, I will be privy to sensitive and confidential information. I will respect the confidentiality of the students and follow the protocol for reporting information that will be provide during training.

**A violation of any item identified above will result in immediate removal of participation in Volunteer activities. In addition, a violation may require further follow-up with the VP Finance and Administration**

**I understand that:**

- a) I am required to attend and be an active participant in the mandatory training programs (Coordinator Conference). I must attend all training sessions and complete all Government Regulated training in order to participate as a Volunteer. If I cannot attend I must communicate a valid excuse to the Coordinator or Volunteer Liaison at minimum 72 hours in advance of the training start. In addition, I am aware that volunteers

who are seen as disruptive and/or non-compliant during training will be asked to leave and may be removed from their volunteer role.

- b) I am subject to the disciplinary authority of the Students' Union, unless some non-Students' Union interests are deemed involved with the University, in which case the Vice-President of Student Affairs, or designate, may specifically authorize proceedings under the Non-Academic Student Code of Conduct. I understand, shall I be placed under investigation by the Student Affairs Office, I will also be placed on probation from any volunteer positions I hold. Pending the outcome with the Student Affairs Office, my position as Orientation Volunteer with the Students' Union may be placed under review.
- c) I consent to being photographed/videoed for the purposes of Students' Union and University related promotional materials.

**Failure to abide by this Coordinator Volunteer Agreement, or breach of any of its sections or sub-sections will be considered a serious violation and may result in immediate removal from all Volunteer activities and could impact future hiring decisions with the Students' union.**

If I chose to be released from this Volunteer Agreement, I will notify the Coordinator and VP: Finance and Administration and explain why. It is also my responsibility to complete the remainder of my scheduled shifts. In addition, I recognize my experience will not be submitted in the Co-Curricular Record.

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

## **APPENDIX C – STUDENT EXEC STAFF EMPLOYEE MANUAL**

[Training EmployeeManualOrientation StudentExec 202223 2.pdf](#)





## **APPENDIX D – GRIEVANCE POLICY**

### **GRIEVANCES & WHISTLE-BLOWER POLICY**

The Students' Union is committed to high standards of ethical, moral, and legal business conduct. In line with this commitment, and the Students' Union commitment to open communication, this policy aims to provide an avenue for all employees (paid and unpaid) to raise concerns and reassurance that they will be protected from reprisals or victimization for voicing their issues. Furthermore, the Students' Union recognizes that employer/employee (or supervisor/subordinate) relationship problems will arise from time to time.

As such, this policy – as mandated in EL #2b of the Students' Union Policy Governance Manual – is intended to protect the individual if concerns are raised regarding the following:

- I. Incorrect financial reporting;
- II. Unlawful activity or violation of a law/legislation;
- III. Activities that are not in line with the Students' Union policy, including the Staff and Volunteer Code of Conducts;
- IV. Activities which otherwise amounts to serious improper conduct or gross mismanagement;
- V. An abuse of authority including alleged improper behavior, disciplinary action, or unfair treatment;
- VI. A substantial and specific danger to public health or safety.

### **Safeguards**

- I. Harassment or Victimization – harassment or victimization for reporting concerns under this policy will not be tolerated.
- II. Confidentiality – every effort will be made to treat the complainant's identity with appropriate regard for confidentiality, providing anonymity for the individual when required.
- III. Anonymous Allegations – we encourage individuals to provide their names to allegations, to allow appropriate follow-up questions and investigations, which may not be possible unless the source of the information is identified. However, concerns expressed anonymously will still be explored appropriately.
- IV. Bad Faith Allegations – any allegations, upon investigation, that are deemed malicious or in bad faith may result in disciplinary action.

### **Process for Whistle-blowing**

- I. Reporting – this procedure is intended to be used for serious and sensitive issues. Such concerns, including those related to financial reporting, unethical or illegal conduct, may be reported directly to either the direct supervisor or Human Resources.
- II. Timing – adequate timeliness is required, the earlier a concern is expressed, the easier it is to take action.
- III. Evidence – although the individual is not expected to provide actual evidence on an allegation, the individual should be able to demonstrate to the person contacted that the report is being made in good faith.

### **Process for Grievances**

In order that employees may be assured fair and impartial consideration of their problems, the following method of presenting, reviewing, and adjusting grievance has been established:

- I. The employee should first attempt to resolve the grievance informally by discussing it with their direct supervisor or department director. The supervisor may request the assistance of Human Resources. If the problem is related to the interpretation of policy, the employee may first choose to discuss the problem with Human Resources.
- II. If the matter is not resolved to the employee's satisfaction at the informal stage, the employee may proceed to the formal grievance stage by presenting the complaint in writing to his/her immediate supervisor, with a copy to Human Resources.
- III. Upon receipt of the written grievance, the supervisor will review and discuss the grievance with their direct supervisor, and Human Resources. At that time, it will be determined whether a formal discussion is necessary in order to resolve the situation. During this discussion the following people will be present; the employee, his/her direct supervisor, and Human Resources.
- IV. Following the formal discussion, Human Resources (or Executive Director and/or President where necessary) will provide the employee with a written decision on the grievance within ten (10) working days of the formal discussion.

The various discussion stages of this procedure have been established to give those involved the opportunity to present facts, views, and information, which is pertinent to the situation and which, it is hoped, will contribute to the satisfactory settlement of the grievance. During this process, the Students' Union may review with legal counsel. The written decision of the President is final and binding on the employee.

### **SOCIAL MEDIA POLICY**

#### **Overview**

As part of its mandate to manage the brand and reputation of the Wilfrid Laurier University Students' Union ("Students' Union"), the Marketing Department plays an oversight role in social media.

The following social media policy is designed to provide parameters to enhance the Students' Union reputation through social media. The Marketing Department staff members are to be used as a resource for social media questions, discussions, suggestions and ideas.

This policy is designed to guide communication through:

- Official Students' Union social media channels, blogs and website properties;
- Social media profiles for committees or Students' Union groups;
- And, individual use of social media for all staff and volunteers, as representatives of the Students' Union and brand ambassadors.

# **APPENDIX E – PAID HIRING STAFF POLICIES & PROCEDURES**



Revised: January 15 2018

## **PAID STAFF HIRING PROCESS**

The Wilfrid Laurier University Students' Union is committed to recruiting, compensating, developing and retaining a highly motivated, competent and qualified team of employees who share, with the Board of Directors, the goal of contributing towards achieving the objectives of the Students' Union.

The Students' Union confirms that all human resource policies will be implemented consistently. Furthermore, it commits to equality among its employees for employment without discrimination, in addition to equitable treatment to its employees and applicants.

The process in which the Students' Union follows when hiring paid staff members is outlined below:

- Post each position for a minimum of five (5) business days;
- Must interview a minimum of three (3) people whenever possible;
- Hiring panel must consist of a minimum of three (3) people whenever possible:
  - One (1) hired student: includes any Hiring and Recruitment volunteer, part - time, or full -time staff member who paid Wilfrid Laurier University student fees in the school year of which the interview is taking place, or Student Executive ;
  - One (1) supervisor from the department that the position reports under; and
  - Either one (1) other person from the department that the position reports under, or the Human Resources Generalist .
- Any conflicts of interest for the hiring panel must be declared prior to the interview process , as well as be brought to the attention of the Human Resources Generalist, in addition to the Executive Director and/or President;
  - In the case of any perceived and/or actual conflicts of interest, the Executive Director and/or President can adjust the composition of the hiring panel.
- Positions requiring written proposals are to be marked by all members of the hiring panel and used as a determinant of which/how many applicants are granted interviews.
  - The average of the hiring panel's proposal scores must lie above 70% in order to be granted interviews, unless the hiring panel unanimously decides otherwise.
  - In the event of a high number of applications scoring over 70%, the interview threshold may be adjusted to 20 points below the highest mark at the discretion of the hiring panel
  - The hiring panel has the right to decline a candidate based on documented behavioural concerns from the Students' Union or Student Affairs Department.
- All interviewed applicants must be given the Human Resources Generalist contact information for feedback purposes ;
- All interviewed applicants must be given a timeline as to when they will be notified of successful candidacy, in addition to if, and when, they will be notified of unsuccessful candidacy;

- Human Resources Generalist must be notified of successful candidate immediately following the completion of the interview process to draft an offer to the preferred candidate;
- No announcement will be made to staff (or otherwise) until the signed contract is received, and no information will be released about any of the applicants , interviewees or the successful candidate without consent of that individual.

# **APPENDIX F–UNPAID STAFF HIRING POLICIES & PROCEDURES**

MANUAL TITLE: Volunteer Hiring Procedural Manual  
LAST UPDATED: January 2018  
ADMINISTRATIVE DUTY: Vice President: Finance and Administration



## **3.5 Volunteer Hiring Procedures**

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

### **3.5.1 Categories**

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

### **3.5.2 Positions**

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

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

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

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

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

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

## **APPENDIX G – STUDENTS’ UNION AODA STATEMENT OF COMMITMENT (IE: ACCESSIBILITY STATEMENT)**

### Students’ Union AODA Statement of Commitment

The Wilfrid Laurier University Students’ Union is committed to providing a barrier-free environment for our clients/customers, patients, students, employees, job applicants, suppliers, visitors, and other stakeholders who enter our premises, access our information, or use our transportation services. As an organization, we respect and uphold the requirements set forth under the Accessibility for Ontarians with Disabilities Act (2005), Customer Service Standard, and the Integrated Accessibility Standards Regulation for Information and Communications, Employment, and Transportation, and eventually, for the Built Environment.

Our commitment to making our organization accessible to everyone includes the integration of accessibility legislation with our policies, procedures, programs, and training. We are committed to reviewing and incorporating the following information with our employees:

- Legislation regarding the Human Rights Code and the AODA, 2005.
- Integrated Accessibility Standards for Information and Communications, Employment.
- Accessible employment practices such as recruitment, assessment, and selection.
- Developing emergency response plans and individual workplace accommodation plans for employees with disabilities.
- Customer service standards.
- Accessible communication supports and information formats (digital and non-digital).
- Communicating with people with various forms of disabilities.
- Accessible websites and web content.
- Assistive devices, mobility aids, service animals and support persons.
- Transportation vehicles and equipment requirements.
- Notices of service disruptions (temporary or long-term).
- The Students’ Union’s relevant policies and procedures regarding accessibility.
- Reporting procedures.
- Training procedures.

The Wilfrid Laurier University Students’ Union realizes that providing accessible and barrier-free environments for everyone is a shared effort. For more detailed information on our accessibility policies, plans, and training programs, please contact Chris Hyde, Director of Policy, Research and Advocacy.

## APPENDIX H – HEALTH & SAFETY COMMITTEE (INCLUDING FIRE SAFETY WARDENS)



### JOINT HEALTH & SAFETY COMMITTEES 2023-2024

#### WATERLOO COMMITTEE

© = Certified in Occupational Health & Safety

|                             |   |  |
|-----------------------------|---|--|
| <b>Secretary:</b>           | Kelly Lee ©                                   | <a href="mailto:klee@wlu.ca">klee@wlu.ca</a>                 |
| <b>Worker Co-chair:</b>     | Lindsay Amorim                                | <a href="mailto:lamorim@wlu.ca">lamorim@wlu.ca</a>           |
| <b>Management Co-chair:</b> | Shawna Wey                                    | <a href="mailto:swey@wlu.ca">swey@wlu.ca</a>                 |
| <b>Worker Members:</b>      | Rachel Wegener                                | <a href="mailto:rwegener@wlu.ca">rwegener@wlu.ca</a>         |
|                             | (More to be elected by end of September 2023) |  |
| <b>Management Members:</b>  | Mary Jimson                                   | <a href="mailto:mjimson@wlu.ca">mjimson@wlu.ca</a>           |
|                             | Michelle Finch ©                              | <a href="mailto:mfinch@wlu.ca">mfinch@wlu.ca</a>             |
|                             | Megan Lacoursiere ©                           | <a href="mailto:mlacoursiere@wlu.ca">mlacoursiere@wlu.ca</a> |
|                             | Sarah Brophy                                  | <a href="mailto:suvpfo@wlu.ca">suvpfo@wlu.ca</a>             |

#### MEETINGS

**Meetings Are Held:** Quarterly – once per academic term (Fall, Winter, Spring/Summer)

**Location:** In the Wilfrid Laurier University Student's Union Boardroom

#### FIRST AID CERTIFIED EMPLOYEES

| <u>Name:</u>      | <u>Department:</u> | <u>Certification Level:</u> | <u>Expiry (dd-mm-yy):</u> |
|-------------------|--------------------|-----------------------------|---------------------------|
| Ashley Atcheson   | Hospitality        | Standard & CPR/AED C        | 14-10-2024                |
| Grace VanHooydonk | SU Desk            | Standard & CPR/AED C        | 18-02-2025                |
| Jason Verhoeve    | Programming        | Standard & CPR/AED C        | 14-10-2024                |
| Phil Champagne    | Leadership         | Standard & CPR/AED C        | 14-10-2024                |
| Rachel Wegener    | SU Desk            | Standard & CPR/AED C        | 30-08-2025                |
| Sam Anhorn        | Hospitality        | Standard & CPR/AED C        | 14-10-2024                |
| Sarah Brophy      | Volunteer Ops      | Standard & CPR/AED C        | 24-06-2024                |

#### EMERGENCY WARDENS

##### **Fred Nichols Campus Centre**

Ground Floor: Dennis Robus (WLU Food Services) & Stephanie Smith (WLU Food Services)

1<sup>st</sup> Floor: Mary Jimson (Hospitality) & Kelly Lee (SU Desk)

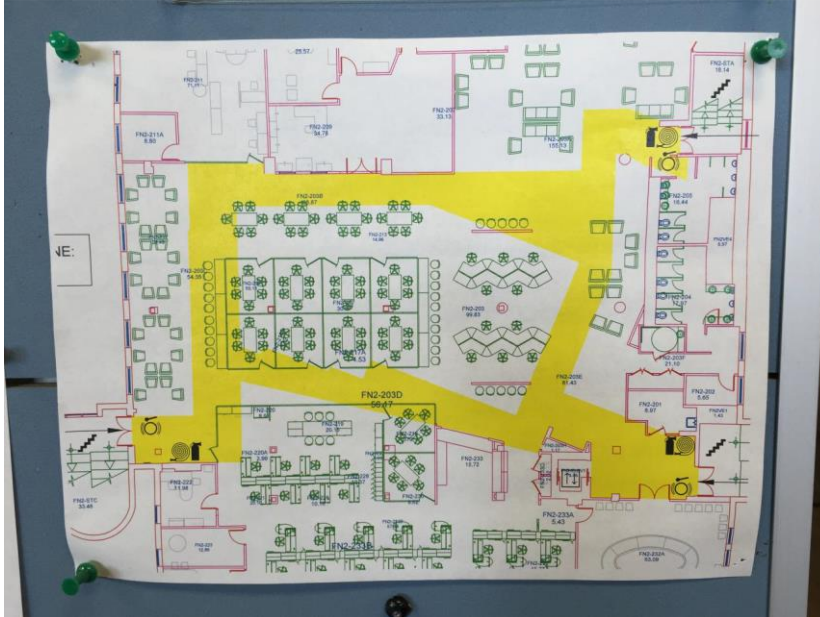
2<sup>nd</sup> Floor: Shawna Wey (HR) & Meg Bagley (Programming)

3<sup>rd</sup> Floor: Sam Anhorn (Hospitality) & Andy Neilson (Hospitality)


Building Evacuation Coordinator: Phil Champagne (Leadership)



## APPENDIX I – EMERGENCY ESCAPE ROUTE



## APPENDIX J – FIRE ALARM PROCEDURES

 **FIRE**  
Alarm Procedures

**IF YOU SMELL SMOKE, SEE FLAMES OR ARE ALERTED TO A FIRE**

1. Vacate fire area and close doors.
2. Activate nearest emergency pull station. Attempt to extinguish fire only if you are trained and can do it safely.
3. Evacuate the building. (DO NOT use elevators). Use an alternate exit if you encounter smoke or fire.
4. Call 9-911 and Special Constable Service (ext. 3333) from a safe location. Meet Emergency Wardens (red bump caps) and Fire Department outside. Give them as much information as possible. Report all fires (even those that appear to be out).
5. Report the location of anyone still inside the building to the Fire Department.

**WHEN YOU HEAR THE ALARM  
GET OUT AND STAY OUT!**

1. Evacuate the building quickly even if you suspect a false alarm. *If it is safe to do so, shut down experiments and hazardous operations, close windows and doors, turn off lights.*
2. Proceed quickly to the nearest safest exit.
3. DO NOT use elevators during an alarm.
4. Move to the designated safe area (30 m away from building) as indicated by Emergency Wardens (red bump caps). **Do not re-enter the building, even if the alarm stops ringing. Wait for permission to re-enter from the Fire Department, Special Constable Service or Building Evacuation Coordinator.**

**POLICE/FIRE/AMBULANCE/SPILLS 9-911**

Safety, Health, Environment & Risk Management

**Policy Statement Wording EL #2e:**

**With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.**

**The President will not:**

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
  - a. Credible projection of revenues and expenses;
  - b. Separation of capital and operational items;
  - c. Cash flow analysis;
  - d. Disclosure of planning assumptions;
  - e. A plan for project financing;
  - f. The over \$10,000 expense report from the previous fiscal year.
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without quarterly reports of actuals to projections.

**Executive Limitation #2e “Financial Planning & Budgeting”**

This monitoring report for Executive Limitation Policy #2e “Financial Planning & Budgeting” is presented in accordance with the monitoring schedule set forth by the Board of Directors. 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.**



Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union

August 15<sup>th</sup>, 2023

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**Global Policy Statement EL#2e:** With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

I interpret “**relevant Board policies**” as all documents, guidelines and regulations pertaining to the financial processes for the Students’ Union, which set the parameters for the President.

I interpret “**considered and followed**” as ensuring that in the creation of the budget and throughout the financial planning process and fiscal year, all Board policies are understood, and initiatives are executed with policy compliance in mind.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All sections of this monitoring report are in compliance.

#### EVIDENCE

1. All evidence is included in this report.

I report this section as **COMPLIANT**.

#### **Policy Statement EL#2e1: The President will not: Deviate materially from Board Ends priorities during financial planning;**

I interpret “**deviate materially**” as making intentional decisions that impact operations and finances by going beyond the parameters mandated by the Board of Directors in the Ends Policy and allocating resources to programming and services which do not fulfil the Ends of the Organization.

I interpret “**Board Ends priorities**” as the Ends Policies outlined in the 2023/24 Policy Manual.

I interpret “**financial planning**” as the process of creating the budget for the upcoming fiscal year with the incoming President and their team.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The inflow and outflow of resources do not deviate from the Board's Ends priorities and an Ends based budgeting system is used during financial budget planning.
2. The Board approves the operational budget and all purchases made above \$10 000.
3. The operating budget package contains an Ends based breakdown of allocation of resources.

#### EVIDENCE

1. Students' Union Operating Budget
  1. This document, approved by the Board of Directors, allocates the operating budget expenditures to the Organization's Ends.
2. Planned Expenditures over \$10 000.
  1. The board was shown and approved all changes to the President's special projects budget that were over \$10 000

I report this section as **COMPLIANT**

**Policy Statement EL#2e2: Risk financial jeopardy in the budget; or**

#### CEO INTERPRETATION

I interpret "**risk financial jeopardy**" as permitting the Organization to have insufficient liquid assets at the end of the fiscal year, which are required to maintain normal operations inclusive of 120-160 days, and/or depletion of long-term funds.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The budget presented to the Board is balanced and zero-based, and revenues equate the expenses.
2. At the end of each fiscal year, the Students' Union will be able to access the required funds to sustain normal operations of 120 to 160 days at the beginning of the operating period.

#### EVIDENCE

1. Students' Union Operating Budget
  1. This document, approved by the Board of Directors, shows that the Organization intends to operate at a zero budget and is

therefore, a balanced budget where revenues are equal to expenses.

2. Cash Flow Forecast (Appendix A)
  1. This chart is a prediction of the Organization's cash flows over the fiscal year for 2023/24.

**Policy Statement EL#2e3: Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.**

CEO INTERPRETATION

I interpret “**multi-year plan**” as the Students' Union Strategic Plan 2020-2025 which outlines the priorities for the Organization for that time period and prioritizes goals and strategic operational initiatives.

I interpret “**organizational financial self-sustainability**” as the Students' Union not exceeding its expenses more than the projected revenues and not leaving the Organization in financial jeopardy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The balanced budget is based on both the Ends Policy which tie into the Strategic Plan goals. This allows for long-term sustainability.
2. Contingency practices such as reserve accounts are added annually to ensure long-term sustainability.
3. The Students' Union holds adequate insurance to ensure contingency.

EVIDENCE

1. Students' Union Operating Budget
  1. This document, which is approved by the Board of Directors, allocates the operating budget expenditures to the Organization's Ends.
2. Health & Dental Reserve (Appendix B)
  1. This shows that there is currently money set aside in the Health and Dental Reserve.
3. Property and Liability Insurance (Appendix C)
4. This document outlines the insurance coverage of the Students' Union that protects against significant detriment to the financial state of the

Organization in the contingency of occurrences warranting the use of insurance.

I report this section as **COMPLIANT**

**Policy Statement EL#2e4: The President will not: Present a budget or updated report to the Board in a manner that is disparate to the previous report.**

I interpret “**disparate to the previous report**” as not providing an accurate comparison of the preceding year’s fiscal budget and report(s).

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Budget reports are provided to the Board in the same format year after year. All changes must be demonstrated through direct comparison of the previous year’s documents, accompanied by a verbal explanation.

#### EVIDENCE

1. Students’ Union Operating Budget
  1. This document approved by the Board of Directors is provided in the same format year after year. It also provides a comparison between the current and prior year’s figures for accurate comparison and analysis.

I report this section as **COMPLIANT**

**Policy Statement EL#2e5: The President will not: Allow the budgeting process to omit:**

- a. Credible projection of revenues and expenses;**
- b. Separation of capital and operational items;**
- c. Cash flow analysis;**
- d. Disclosure of planning assumptions;**
- e. A plan for project financing**

#### CEO INTERPRETATION

I interpret “**credible**” as budgeted revenues and expenses which are projected and confirmed on good authority by professional staff in the Finance

department and taking into consideration contextual information and subsequently confirmed in the budgeting process.

I interpret “**revenues**” as inflow of assets including but not limited to providing services, programming and business operations.

I interpret “**expenses**” as the outflow of assets or costs that are required to effectively operate the components of the Students' Union including but not limited to: programming, services, product offerings and the human capital associated with them.

I interpret “**capital items**” as products, goods, services and/or projects with a monetary value exceeding \$10 000 and with usefulness that will go beyond one fiscal year.

I interpret “**operational items**” as expenses that are required to execute the daily functions and initiatives of the Students' Union.

I interpret “**cash flow analysis**” as a review of expenses and revenues within a specified time period that reflects the cash balance of the organization through critical assessment.

I interpret “**disclosure of planning assumptions**” as being transparent and providing information of any operational changes projected through the budgeting process, which impact the revenue projects and planned expenditures.

I interpret “**project financing**” as a financial plan assessing the immediate, short-term and long-term impacts including but not limited to a loan structure that may be acquired for capital items.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Finance Department confirms the accuracy of the budget.
2. The yearly audit confirms the accuracy of the Finance Department and the budget.
3. Capital items over \$10 000 receive a separate analysis and approval from the Board.
4. The Finance Department supplies a cash flow forecast to demonstrate cash flow analysis.
5. Projected revenues and expenditures can be verified by the Finance Department (and subsequently reinforced by the auditing process)

6. Expenditures are based on an Ends based budget.
7. Departments provide the financing plan for each capital related project(s).

#### EVIDENCE

1. No capital projects require financing at this time.
2. Planned Expenditures over \$10 000
  1. This document, approved by the Board of Directors, shows all planned expenditures over \$10 000 for the 2023/24 fiscal year.
3. Cash Flow Forecast (Appendix A)
  1. This chart is a prediction of the organization's cash flows over the fiscal year.

I report this section as **COMPLIANT**

**Policy Statement EL#2e6: The President will not: Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.**

**I interpret “provide less for Board prerogatives” as intentionally making decisions which would alter the approved costs associated with the Governance budget or impact the financial plans of the Board through the alteration of finances.**

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The President and CEO will not affect the financial plans for the Board by allowing financial resources in the Cost of Governance budget.

#### EVIDENCE

1. Governance Budget
  1. The Governance Budget approved by the Board of Directors for the 2023 fiscal year was approved separately from the Students' Union Operating Budget. This was included in the creation of the Organization's Operating Budget to ensure that it was a zero-based budget.

I report this section as **COMPLIANT.**

**Policy Statement EL#2e7: The President will not: Allow the Board to go without reports of actuals to projections.**

#### CEO INTERPRETATION



I interpret “**reports**” as three times through the President’s term in office for fiscal year 2023-24, and one final report from the auditors based on the fiscal year 2022-23 as indicated by the Chair of the Board.

I interpret “**actuals to projections**” as a comparison between the budgeted amounts which were approved, and the expended amount at the time of monitoring based on reconciliation.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

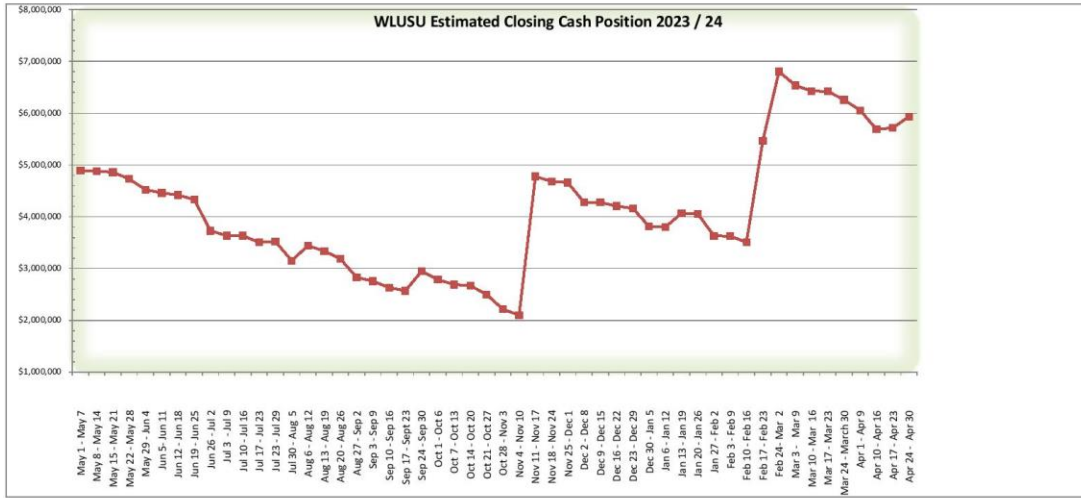
1. The President and CEO provides an updated term report to the Board in either August/September, December and April. The remaining one should be reported once the audit has been completed.

#### EVIDENCE

1. Reports have been provided in September and January.

I report this section as **COMPLIANT**

# Appendix A



# Appendix B

2023-08-09 2:05:22PM

Wilfrid Laurier University Students' Union

Page 1

Report (GLTRLR1)  
In Functional Currency

Trial Balance as of 2023-08-31

Sort By [Account No.]  
 Include Accounts With No Activity [No]  
 For Year-Period [2024 - 04]  
 From Account No. [3000-02-050] To [3000-02-050]  
 From Account Group [ ] To [ZZZZZZZZZZ]  
 Use Rolled Up Amounts [No]

| Account Number | Description                                   | Debits            | Credits           |
|----------------|---|-------------------|-------------------|
| 3000-02-050    | EQUITY - HEALTH PLAN CONTINGENCY RE           |                   | 745,000.00        |
|                | <b>Total:</b>                                 | <b>0.00</b>       | <b>745,000.00</b> |
|                | <b>Amount Out Of Balance:</b>                 | <b>745,000.00</b> |                   |
|                | <b>Net Income (Loss) for Accounts Listed:</b> | <b>0.00</b>       |                   |

1 account printed

# Appendix C



HUB International Ontario Limited

211 Martindale Road, Suite D3  
St Catharines, ON, Canada L2S3V7  
T: (905) 688-1534  
F: (866) 242-1210  
www.hubinternational.com

## 2023-2024 RENEWAL BINDING INSTRUCTIONS

### Wilfrid Laurier University Students' Union

Please bind the following coverages effective May 1, 2023 to May 1, 2024:  
(check one box under each heading and subheading)

#### Commercial Property & Liability Policy

- RENEWAL: Annual Premium \$56,959
- We do not require Commercial Property & Liability coverage at this time.

#### Umbrella Liability

- RENEWAL: \$5,000,000 limit: \$9,579 annual premium
- Quotation – \$10,000,000 limit: \$10,478 (\$1,355 additional annual premium)
- Quotation – \$15,000,000 limit: \$11,378 (\$2,255 additional annual premium)
- We do not require Umbrella Liability coverage at this time.

#### Directors' & Officers' Liability

- RENEWAL: \$5,000,000 limit: \$9,949 annual premium
- We do not require D&O Liability coverage at this time.

#### Media Liability

- We are interested in this coverage; please provide an application.
- We do not require Media Liability coverage at this time.

#### Legal Expense Liability

- We are interested in this coverage; please provide an application.
- We do not require Legal Expense coverage at this time.

#### Cyber Liability

- We are interested in this coverage; please provide an application.
- We do not require Cyber Liability coverage at this time.

Signature:   
Official Position: Director Finance  
Date: May 29 / 2023

## Executive Limitation #2F “Asset Protection”

This monitoring report for Executive Limitation Policy #2F “Asset Protection” is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2023-24 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.**

Megan Apenby

Shane Symington  
President and CEO  
Wilfrid Laurier University Students' Union

August 15<sup>th</sup>, 2023

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

**Policy Wording EL#2f1: The President will not: Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.**

### CEO INTERPRETATION

I interpret “**prudent replacement value**” as the approximate amount of **\$9,000,000.00** as this covers the Students' Union business operations and its real estate holdings.

I interpret “**liability losses**” as injury or damages to the aforementioned parties including paid and unpaid staff.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. An agreement is held with a reputable insurance broker/agency to cover all assets, property, businesses and employee wages/honorariums of the Students' Union, an adequate coverage would be **\$9,000,000.00**.

## EVIDENCE

1. Insurance Coverage: **Appendix F**
  - This document shows that the Students' Union is insured to an amount of well beyond the **\$9,000,000.00** threshold.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f2: The President will not: Subject facilities and equipment to improper wear and tear or insufficient maintenance.**

## CEO INTERPRETATION

I interpret "**improper wear and tear**" as consciously ignoring adequate storage maintenance, cleaning procedures and other processes regarding maintenance for Students' Union facilities and/or equipment.

I interpret "**insufficient maintenance**" as procedures of preservation not meeting the needs of restoration and failing to put in processes to perform such activities when there is a need.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. A process for regular maintenance is agreed upon with Wilfrid Laurier University Physical Resources. This serves agreement includes:
  - a. Building maintenance, as WLU owns the Fred Nichols Campus Centre, the Research and Academic Centre West for Golden Grounds.
  - b. Building maintenance for the Brantford Student Centre as property of the Students' Union.
- B. The Administration and Facilities Manager is trained on the procedure to request needed repair and maintenance.

## EVIDENCE

1. Operating Procedures Agreement: **Appendix G**
  - Section 7b of this agreement sets out a plan for regular

- maintenance on all required spaces on the Waterloo campus.
- This section also includes regular maintenance on all required spaces on the Brantford campus.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f3: The President will not: Unnecessarily expose the organization, its Board, or staff to claims of liability.**

#### CEO INTERPRETATION

I interpret “**unnecessarily expose the organization**” as haphazardly commit acts that go against the Students’ Union organizational policies.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students’ Union has multiple risk management policies and procedures in effect including:
  - a. Occupational Health and Safety
  - b. Human Resources
  - c. Liquor License
  - d. Food Handling Policies and Training
- B. The Students’ Union has been able to deal with any claims should they be presented.

#### EVIDENCE

1. Risk Management Policies: **Appendix I**
  - a. Occupational Health and Safety
  - b. Grievances and Whistleblower Policy
  - c. Alcohol Policies
2. All staff requiring Food Handling training will not perform their duties until this training is completed.
3. The Students’ Union has not received any liability claims this term.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f4: The President will not: Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor’s**

**standards.**

CEO INTERPRETATION

I interpret “**Board-appointed auditor’s standards**” as in framework laid out by the auditors (who are appointed by the board), which establish a level of quality and attainment, and follow procedures that allow the auditors to reach the conclusion that the financial statements present fairly, in all material aspects, the financial position of the Students’ Union for the fiscal year.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students’ Union meets the Auditor’s standards and the audit report expresses an opinion without reservation.

EVIDENCE

1. The Board of Directors approved the auditor’s statement In January of 2022.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f5: The President will not: Make any capital purchase:**

CEO INTERPRETATION

I interpret “**capital purchase**” as purchases of asset(s) and property that are amortized, over \$10 000 and have usefulness that will extend beyond one fiscal year.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All sections of EL #2f5 are in compliance.

EVIDENCE

1. All sections of EL #2f5 are in compliance.

I report this section as **COMPLIANT**.



**Policy Wording EL#2f5a: The President will not: Make any capital purchase: wherein normally prudent protection has not been given against conflict of interest;**

#### CEO INTERPRETATION

I interpret “**prudent protection**” as completing the process of putting the asset(s) and property through policy and procedures, established by the Board in advance of the purchase to ensure there are no conflicts and careful thought and consideration have been given prior to the purchase.

I interpret “**conflict of interest**” as deciding pertaining to a capital purchase which directly results in a personal gain for the President and CEO over the interests of the Organization.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. A policy is established and enforced to prevent conflicts of interest as defined above.
- B. No capital purchases are made from an employee or from a company wholly owned by an employee with adequate approval from superiors.

#### EVIDENCE

1. Conflict of Interest Policy: **Appendix J**
  - This policy is in place to avoid conflicts of interests as defined above.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f5b: The President will not: Make any capital purchase: of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established;**

#### CEO INTERPRETATION

I interpret “**having obtained comparative prices and quality**” as the Students' Union budget manager intentionally seeking competitive pricing methods when inquiring about a capital purchase.

I interpret “**unless a regular or preferred supplier has been established**” as a supplier who has been vetted and has proven record to provide a quality product as a competitive price with experience.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union takes action to compare capital purchases over \$5,000 with multiple suppliers unless a preferred supplier has been identified.

#### EVIDENCE

1. There have been no capital purchases made over the cost of \$5 000.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f5c: The President will not: Make any capital purchase: of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.**

#### CEO INTERPRETATION

I interpret “**a stringent method of assuring the balance of long-term quality and cost**” as going through a strict process to ensure reasonable warranty guarantee on capital purchases.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All capital purchases exceeding \$5 000 have a reasonable warranty purchased that will ensure that value is provided during its life expectancy.

#### EVIDENCE

1. There have been no capital purchase made over the cost of \$5 000.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f6: The President will not: Split orders to avoid the order meeting capital purchase criteria (#5)**

CEO INTERPRETATION

I interpret “**split orders**” as dividing an order of a project into separate purchases to hide the true total cost of the purchase.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Capital projects in excess of \$10 000 are presented to the Board separately from the approved budget document.
- B. Orders and subsequent payments for orders will be accepted only if the order is whole and there are no missing components.

EVIDENCE

- 1. All capital purchases made over the cost \$10,000 have been brought to the board.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f7: The President will not: Allow property, information and files to be exposed to loss or significant damage.**

CEO INTERPRETATION

I interpret “**property**” as Students’ Union physical assets including but not limited to the Turret, Wilf’s, Golden Grounds, Williams, U-Desk, Students’ Union offices in Waterloo, Student Centre in Brantford and storage space.

I interpret “**information**” as the Students’ Union online resources including SAGE Program, digital and physical files.

I interpret “**loss or significant damage**” as not properly secured, maintained to a point of damage beyond or theft beyond repair or irrecoverable.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union has procedures and resources in place to ensure reasonable precaution in taking to protect property, information and files;
  - a. Electronic Security Systems
    - i. Alarm systems for the Waterloo and Brantford properties
  - b. Video surveillance
  - c. Money handling systems
    - i. Safes to protect cash
    - ii. Secure procedures and resources to transfer cash
  - d. Secure locations
    - i. For physical files – locked cabinets
    - ii. For electronic information – private drives and accounts.

## EVIDENCE

1. The FNCC and the Student Centre are equipped with electronic systems and video surveillance.
2. The Students' Union and its businesses have safes in locked offices to protect cash.
3. Recently upgraded servers are now in a fire and temperature protected WLU server room, and are frequently backed up.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f8: The President will not: Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.**

## CEO INTERPRETATION

I interpret “**insecure instruments**” as any mechanism that is not safe and deemed high risk for an investment.

I interpret “**operational transactions**” as day-to-day business proceedings including online banking systems, payroll, accounts payable and accounts

receivable.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All Students' Union investments are made following the aforementioned protocol excluding operational transactions.

#### EVIDENCE

1. The organization holds no such investments.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f9: The President will not: Endanger the Organization's public image, or credibility.**

#### CEO INTERPRETATION

I interpret "**endanger**" as to put at risk.

I interpret "**public image**" as perceptions the public and external parties have towards the Students' Union and its staff.

I interpret "**credibility**" as the quality of being trustworthy, professional and having integrity.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There is no risk raised by the Board of the Organization's public image.
- B. The President holds themselves and their employees to an Employee Code of Conduct.

#### EVIDENCE

1. The Board of Directors has not notified the President of any actions that have risked either the Organization's public image, or its credibility in the eyes of the stakeholder.
2. Part-Time Staff Code of Conduct: **Appendix L**

- Standards to which the part-time staff are held accountable by the President
- 3. Unpaid Staff Code of Conduct: **Appendix M**
  - Standards to which unpaid staff are held accountable by the President.
- 4. Terms and Conditions for Full-Time Staff: **Appendix N**
  - Standards to which the full-time staff are held accountable by the President.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f10: The President will not: Change the Organization's name or substantially alter its identity in the community.**

#### CEO INTERPRETATION

I interpret "**identity in the community**" as familiarity behind the Students' Union brand and our work to the public and external partnerships. This includes perceived identity from external bodies.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union Board of Directors approves all substantial alterations to the Mission, Vision, Values, publically identifiable or recognizable marks, logos and name.

#### EVIDENCE

- 1. There were no substantial alterations to be approved.

I report this section as **COMPLIANT**.

**Policy Wording EL#2f11: The President will not: Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.**

#### CEO INTERPRETATION

I interpret "**compromise the independence**" as engaging in actions which

interfere with the integrity of auditing process, its advising or external monitoring.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. There are no complaints from the auditors or external consultants based on the Office of the President's behavior.
- B. The Board raises no concerns regarding the aforementioned interpretation.

#### EVIDENCE

- 1. No issues or complaints have been raised in reference to the above interpretation.

I report this section as **COMPLIANT**.

**Global Policy Statement EL#2f: The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.**

#### CEO INTERPRETATION

I interpret “**corporate assets**” as property, information and files that belong to the Students’ Union.

I interpret “**unprotected, inadequately maintained or unnecessarily risked**” as not having appropriate risk management mechanisms in place to help mitigate the room for error, including significant damage, loss of property, information and files.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. All sections of #EL2F are in compliance.

#### EVIDENCE

- 1. All sections of #EL2F are in compliance.

I report this section as **COMPLIANT**.

## Appendix F



**Commercial Insurance Summary**  
Locations and Loss Payees



Policy No. 552461627-1027

Declarations

Effective 2022-05-01

**1. 75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario N2L 3C5**

Contents

Pitney Bowes Global Credit Services - Orangeville  
Box 278 Stn A  
Orangeville, Ontario L9W 2Z7

In the event of policy cancellation, the insurer will endeavour to provide 15 days written notice to the loss payee. Re: Postage Machine.

**2. 103 Darling Street, Brantford, Ontario N3T 2K8**

**3. 1 Market Street, Brantford, Ontario N3T 6C8**

Equipment

RCAP Leasing Inc.  
5575 North Service Road, Suite 300  
Burlington, Ontario L7L 6M1

In the event of policy cancellation, the insurer will endeavour to provide 15 days written notice to the loss payee with respect to lease #97246-315689 Re: POS System

**4. 150 Dalhousie Street, Brantford, Ontario N3T 2J4**

## **Additional Insured**

The Policy is extended to cover the following named as an Additional Insured with respect to the liability arising out of the operations of the Named Insured:

- Wilfrid Laurier University.
- All clubs, associations, and societies that are affiliated, ratified, and unincorporated

Further, the Policy shall not be cancelled, reduced, materially changed or altered without prior written notice. The prior written notice will not be less than 60 days.

**Commercial Insurance Summary**  
Schedule of Insurance



Policy No. 552461627-1027

Declarations

Effective 2022-05-01

| Form No.             | Type of Coverage   | Deductible                           | Co-Insurance | Limit/Amount |
|----------------------|--|--------------------------------------|--------------|--------------|
| <b>Property</b>      |  |                                      |              |              |
| <b>BF02N (02-18)</b> | <b>Contents of Every Description (Broad Form)</b><br>Blanket coverage applies<br>Replacement Cost Endorsement<br>Stated Amount - Waiver of Co-Insurance Endorsement<br>Commercial Building and Contents Form   | 10,000                               | 90%          | 9,000,000    |
| <b>E023N (05-17)</b> | <b>Flood Endorsement</b><br>At Loc 1 (75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario)<br>At Loc 2 (103 Darling Street, Brantford, Ontario)<br>At Loc 3 (1 Market Street, Brantford, Ontario)<br>At Loc 4 (150 Dalhousie Street, Brantford, Ontario)  | 25,000<br>25,000<br>25,000<br>25,000 |              |              |
| <b>E021N (05-17)</b> | <b>Earthquake Shock Endorsement</b><br>At Loc 1 (75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario)<br>Deductible percentage 3% / Deductible minimum amount \$100,000<br>At Loc 2 (103 Darling Street, Brantford, Ontario)<br>Deductible percentage 3% / Deductible minimum amount \$100,000<br>At Loc 3 (1 Market Street, Brantford, Ontario)<br>Deductible percentage 3% / Deductible minimum amount \$100,000<br>At Loc 4 (150 Dalhousie Street, Brantford, Ontario)<br>Deductible percentage 3% / Deductible minimum amount \$100,000 |                                      |              |              |
| <b>EP40N (03-19)</b> | <b>Edge Complete 3.0</b>   |                                      |              |              |
| <b>E042N (05-17)</b> | <b>Sewer Back Up Endorsement</b><br>At Loc 1 (75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario)<br>At Loc 2 (103 Darling Street, Brantford, Ontario)<br>At Loc 3 (1 Market Street, Brantford, Ontario)<br>At Loc 4 (150 Dalhousie Street, Brantford, Ontario)  | 2,500<br>2,500<br>2,500<br>2,500     |              |              |
| <b>E199N (06-20)</b> | <b>Virus and Bacteria Exclusion Endorsement</b>  |                                      |              |              |
| <b>E201N (04-21)</b> | <b>Cyber Incident Exclusion</b>  |                                      |              |              |
| <b>GE0001</b>        | <b>Course of Construction Endorsement</b>  |                                      |              | 500,000      |
| <b>2485N (01-10)</b> | <b>Declaration of Emergency Endorsement</b>  |                                      |              |              |
| <b>BI14N (10-11)</b> | <b>Profits - Actual Loss Sustained</b><br>Maximum indemnity period in months - 24  |                                      |              |              |

**Commercial Insurance Summary**  
Schedule of Insurance



Policy No. 552461627-1027

Declarations

Effective 2022-05-01

| Form No.                   | Type of Coverage   | Deductible | Co-Insurance | Limit/<br>Amount |
|----------------------------|--|------------|--------------|------------------|
|                            | Profits - Actual Loss Sustained Form                                 |            |              | 3,140,000        |
| <b>BI07N (10-11)</b>       | <b>Extra Expense</b>   |            |              | 1,000,000        |
| <b>E033N (03-09)</b>       | <b>Ordinary Payroll Profits Form (180 Days)</b>                      |            |              | 690,411          |
| <b>BI05N (01-11)</b>       | <b>Contingent Business Interruption Profits - Recipient Property</b> |            |              | 250,000          |
| <b>Equipment Breakdown</b> |  |            |              |                  |
| <b>BM12N (07-21)</b>       | <b>Equipment Breakdown Max</b>                                       | 10,000     |              |                  |
|                            | Limits of Insurance - Included<br>Option 3 Coverage                  |            |              |                  |
| <b>Crime</b>               |  |            |              |                  |
| <b>C112N (03-20)</b>       | <b>Crime 2.0 Coverage</b>  | 1,000      |              |                  |
|                            | Employee Dishonesty  |            |              | 250,000          |
|                            | Theft, Robbery or Burglary   |            |              | 30,000           |
|                            | Fraud - Limit per Coverage   |            |              |                  |
|                            | 3.1 Money Orders or Counterfeit Money                                |            |              | 25,000           |
|                            | 3.2 Forgery or Alteration  |            |              | 25,000           |
|                            | 3.3 Computer Fraud   |            |              | 50,000           |
|                            | 3.4 Funds Transfer Fraud   |            |              | 25,000           |
|                            | Expenses - Blanket Limit   |            |              | 10,000           |
|                            | 4.1 Professional Fees  |            |              |                  |
|                            | 4.2 Theft, Robbery or Burglary Reward                                |            |              |                  |
|                            | 4.3 Medical Expenses   |            |              |                  |
|                            | 4.4 Computer Data Restoration Expenses                               |            |              |                  |
|                            | Service Extension (aggregate)  |            |              | 10,000           |
| <b>GE0005</b>              | <b>Difference in Conditions - Crime</b>                              |            |              |                  |

**Commercial Insurance Summary**  
Schedule of Insurance



Policy No. 552461627-1027

Declarations

Effective 2022-05-01

| Form No. | Type of Coverage  | Deductible | Co-Insurance | Limit/Amount |
|----------|---|------------|--------------|--------------|
|          | B- Insured Person Indemnifiable Liability: Aggregate Limit of Liability |            |              | 5,000,000    |
|          | C- Insured Organization Liability: Aggregate Limit of Liability         |            |              | 5,000,000    |
|          | Employment Practices Wrongful Act: Aggregate Limit of Liability         |            |              | 1,000,000    |
|          | Fiduciary Wrongful Act: Aggregate Limit of Liability                    |            |              | 1,000,000    |
|          | Total Aggregate Limit of Liability per Policy Period                    |            |              | 5,000,000    |

**D150N (08-17) Abuse Exclusion (D&O)**

**Umbrella Liability**

|   |  |  |  |           |
|---|--|--|--|-----------|
| <b>UL01N (08-19) Commercial Umbrella Coverage</b> |  |  |  | 5,000,000 |
|   | Self insured retention - 10,000                |  |  |           |
|   | Underlying insurance, as per attached schedule |  |  |           |
|   | Commercial Umbrella Wording                    |  |  |           |

**U285N (08-19) Edge Umbrella Liability Limitation Endorsement**

**U295N (03-19) Commercial Umbrella Liability Abuse Exclusion Endorsement**

**Other**

**G011N (09-19) General Conditions**

**G021N (03-19) Commercial Policy Conditions and Statutory Conditions**

Minimum Retained Premium 25%

**Annual Premium:**

**\$76,054**





**Commercial Insurance Summary**  
Renewal



**Policy No. 552461627-1027**

**Declarations**

**Effective 2022-05-01**

**Novex Insurance Company** (hereinafter called the Insurer or the Company), in consideration of the premium specified, agrees to indemnify the Insured in accordance with these Declarations and the attached forms.

**Insured**

**Wilfrid Laurier University Students' Union**

**Postal Address of Insured**

75 University Avenue W.  
Fred Nichols Campus Centre 2nd Flr  
Waterloo, Ontario N2L 3C5

Main: 519-884-0710

Fax: 519-884-7723

**Locations and Loss Payees**

Per attached Locations and Loss Payees schedule

**Insurance Broker**

HUB International Ontario Limited - St. Catharines  
211 Martindale Road, Suite D3  
St. Catharines, Ontario L2S 3V7

Main: (905) 688-1534

Fax: (905) 688-9381

**Period of Coverage** (12:01 a.m. standard time at the Postal Address of the Insured)

From **May 1, 2022** to **May 1, 2023**

**Form of Business**

Corporation

**Description of Business Operations**

University Students' Union/Bar

**Summary of Insurance Coverage and Annual Premium**

| <b>Type of Coverage</b>                    | <b>Annual Premium</b> | <b>Minimum Retained Coverage Premium</b> |
|--|-----------------------|--|
| Property                                   | Incl                  | Nil                                      |
| Equipment Breakdown                        | Incl                  | Nil                                      |
| Crime                                      | Incl                  | Nil                                      |
| Liability                                  | Incl                  | Nil                                      |
| Umbrella Liability                         | Incl                  | Nil                                      |
| Other                                      | Incl                  | Nil                                      |
| <b>Total Annual Premium</b>                | <b>\$76,054</b>       |  |
| <b>Premium Payable (excl. appl. taxes)</b> | <b>\$76,054</b>       |  |
| <b>Minimum Retained Policy Premium</b>     | <b>\$19,013</b>       |  |

July 24, 2022

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THIS DOCUMENT IS A SUMMARY ONLY.

## **APPENDIX B – FACILITY AND ASSET MANAGEMENT OPERATIONS**

### **1. General**

- 1.1 The University shall, in all cases, supervise activities for the supply of custodial, grounds, maintenance, service for repairs, and minor renovations to the FNCC and/or SC. Such maintenance and repairs will be performed at the full cost of the Union unless specified otherwise in this appendix. In the process of managing the affairs of the FNCC and SC, the Union must comply with all relevant and current University policies.
- 1.2 The employees and agents of the University shall have the right of access at all times to the FNCC and/or SC.
- 1.3 The LLC and the AVP, FAM, prior to implementation, must review any plans for structural change, major renovations or capital improvement to the Union Space.

### **2. Waterloo Campus: Fred Nichols Campus Centre**

#### **2.1 Building Services**

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance of the FNCC and all HVAC and infrastructure associated systems that service the building on a shared basis. Laurier will cover 23% and the Union 77%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the FNCC, including but not limited to the following:
  - (1) Elevators
  - (2) Systems under regulation by TSSA
  - (3) Mechanical Systems
- c) The Union shall reimburse the University for the cost of repairs required for the regulated equipment and systems listed in b) except where negligence on the part of the University has contributed to the repair requirement. The University is responsible to communicate any required repairs to these systems upon discovery of the concern.
- d) The costs related to the elevator systems in the FNCC will be shared using the same formula (Laurier 23% and Union 77%). Capital replacement will also follow the same formula in addition to a specific financing plan will be arranged with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- e) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the FNCC.
- f) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work.



## 2.2 Utilities

- a) The University shall supply utilities to the FNCC with the costs shared between the two parties using the same formula as defined above in Building Services (University 23% and Union 77%). This formula reflects the common use of space in the buildings for student study space, access to other buildings and space occupied by the University for Departments of the University.
- b) For the purposes of annual budgeting the University will provide the Union with the actual breakdown of usage for the preceding calendar year (January 1 – December 31) by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1<sup>st</sup> for the following fiscal year.
- c) For clarity, electricity is directly metered for the FNCC and will be summarized monthly with reports being sent to the Union within thirty (30) days of the end of the month.. The charge for water and gas is based on a sq. ft. percentage and modified usage formula.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

## 2.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1<sup>st</sup> for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated cost for the associated supplies. Any additional work required beyond what is defined will be invoiced separately as agreed upon between the parties.

### Cleaning Schedule:

#### Monday to Sunday daily requirements Nights (10:00 pm – 6:30 am, 2 people)

|                            |  |
|----------------------------|--|
| 24 Hour Lounge & Cubicles: | Garbage stations, glass cleaning                                 |
| Washrooms:                 | Full cleaning  |
| Food Court:                | Floors, washrooms, glass, handrails, garbage receptacles         |
| Wilf's:                    | Full cleaning (Kitchen cleaning between 3am to 5am)              |
| International News:        | Floors, garbage  |
| Hallways:                  | Dust mop, floor scrubber machine                                 |
| Turret/Hawks Nest:         | Full cleaning (Floors / all washrooms) OT as required            |
| Foot Patrol office:        | Full cleaning, garbage   |
| South stairwell:           | Loading area, doors, glass, elevator (floors/tracks/stain steel) |
| Quad entrance stairwell:   | Full cleaning  |

#### Saturday and Sunday (12pm - 6pm, 1 person)

|  |  |
|--|--|
| 24 Hour Lounge Cubicles:                   | Tables, garbage, vacuum  |
| Washrooms:                                 | Full cleaning  |
| Student Affairs Office, Campus Clubs room: | Saturday - Dust & Vacuum only  |
| Student Union Office & Board room:         | Sunday - Dust & vacuum only, collect front, back garbage stations inside main office |
| Cashier Office:                            | No cleaning on weekends  |
| Quad Front Entrance:                       | Garbage, glass cleaning  |

|             |                          |
|-------------|--------------------------|
| Food Court: | Public washroom cleaning |
|-------------|--------------------------|

**Monday to Friday (6 a.m. to 2:30 pm, 1 person) Before 8a.m.**

|  |  |
|--|--|
| Boardroom, Conference Rooms, Kitchenette & High Table: | Full cleaning  |
| NE and NW Stairwells:                                  | Full cleaning  |
| U-Desk:  | Wednesday full cleaning, garbage daily, computer counter |

**Monday to Friday After 8a.m.**

|   |  |
|---|--|
| Cubicles, Food Bank, Microwave & Campus Clubs Room: | Tables, vacuum, dust, garbage, glass spot cleaning, door handles, garbage stations |
| Washrooms:  | Clean, dust mop, wet mop, flush toilet after clean, stainless                      |
| Quad Front Entrance:                                | Garbage (2x daily), glass cleaning, hand rail disinfectant, stainless ledges       |
| Food Court:   | Public washrooms – Check up  |
| Turret & Hawks Nest:                                | Floors, walls spot cleaning, washrooms, tables, garbage                            |
| Wilf's:   | Washrooms check up   |
| North Elevator:                                     | Floors, tracks & stainless steel   |
| Cashier Office:                                     | Friday morning clean up  |

**General:**

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly),
- Replace light bulbs as needed
- Summer projects will be determined by Union staff and communicated to FAM staff. Charges related to projects will be covered by the Union
- All supplies and equipment required will be paid for by the Union

**2.4 Grounds and Waste Management**

- a) The University and the Union will each contribute 50% of the cost of repairs and disposal services in relation to the compactor.
- b) It is anticipated that the waste removal process using the compactor will be changed within the term of this agreement which will require the parties to revisit the cost sharing of that new process once confirmed.
- c) The Union will be solely responsible for the costs associated with recycling and organic waste collection related to the operations of the FNCC.

### **3. Brantford Campus: Student Centre**

#### **3.1 Building Services**

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance at the SC and all HVAC and infrastructure associated systems that service the building on a shared basis. The University will cover 50% and the Union 50%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the SC, including but not limited to the following:
  - (1) Elevators
  - (2) Systems under regulation by TSSA
  - (3) Mechanical Systems
- c) The costs related to the elevator systems in the SC will be shared using the same formula (University 50% and Union 50%). Capital replacement will follow the same formula in addition to a specific financing plan arranged, if requested, with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- d) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the SC.
- g) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work..

#### **3.2 Utilities**

- a) The University shall supply utilities to the SC with the shared cost between the two parties using the same formula (University 50% and Union 50%). This formula reflects the common use of space in the buildings for student study space and space occupied by the University for administrative departments of the University. This will replace the annual payment provided by the University to the Union that previously was in place from the Office of Student Affairs.
- b) For the purposes of annual budgeting the University will provide the Union with the breakdown of usage for the preceding calendar year (January 1 – December 31 by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1<sup>st</sup> for the following fiscal year.
- c) Golden Grounds is a Union operated business that occupies space outside of the SC. The cost recovery rate for Golden Grounds will be all inclusive for cleaning and utilities and will be confirmed for budget purposes as per the same schedule as described in section (b). The rate for this space will be \$15 per square foot for each year for the term of the Agreement, including optional extensions.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.



### 3.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1<sup>st</sup> for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated costs for the associated supplies. Any additional work required will be invoiced separately as agreed upon between the parties.

#### Cleaning Schedule:

##### Monday to Friday daily requirements (3:00 am – 7:30 am, 1 person)

|                                   |  |
|-----------------------------------|--|
| Front entrance and elevator lobby | Full cleaning, garbage                                   |
| WLUSU Offices:                    | Floors, washrooms, glass, handrails, garbage receptacles |
| Washrooms:                        | Full cleaning  |
| 24 Hour Lounge                    | Full cleaning  |
| Student Affairs Offices:          | Full cleaning (Kitchen cleaning between 3am to 5am)      |
| Wellness Centre:                  | Floors, garbage  |
| All Hallways:                     | Dust mop, floor scrubber machine                         |
| Foot Patrol/Clubs office:         | Full cleaning  |
| Stairwells:                       | Full cleaning  |
| Multi-Purpose Room:               | Full cleaning  |

#### General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly)
- Replace light bulbs as needed
- Set-ups requests in the Multi-Purpose Room
- Afternoon policing of spaces when required
- All supplies and equipment required will be paid for by the Union

**OCCUPATIONAL HEALTH AND SAFETY**

**Health & Safety Statement**

The Wilfrid Laurier University Students' Union is committed to preventing occupational illness, injury and disease in the workplace. In fulfilling this commitment, we will provide and maintain a safe and healthy work environment as indicated by acceptable industry practices, and in compliance with legislative requirements. We will ensure hazard information, proper safety equipment, training and competent supervision is provided to all employees.

Supervisors will ensure safe work practices and procedures are established and followed for their work areas in accordance with ministry standards and legal requirements, and that all employees receive adequate training on their specific tasks and equipment within. They will ensure all equipment remains safe and in proper working order, personal protective equipment is in proper working order and worn when necessary, and healthy working conditions are maintained in their designated work areas. Supervisors will immediately report any hazards, or changes to the working environment, to their staff, Human Resources, President and Executive Director, and will follow all proper procedures in case of emergency and/or injury. They will investigate and resolve any work refusals, as well as investigate any incident that results in injury and proscribe changes to training or working environment, as needed. Every employee and volunteer will follow ministry standards, legal regulations and the developed safe work policies and procedures for their specific tasks and equipment, including wearing the proper personal protective equipment as required, as to not endanger themselves or their fellow coworkers. Employees and volunteers must report any hazard or violation of the Occupational Health and Safety Act to their supervisor immediately, as well as any incident or injury that occurs. Employees and volunteers will follow all proper emergency procedures.

**Workplace Violence & Harassment Statement**

The Students' Union is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources. Violent behavior in the workplace is unacceptable from anyone. We maintain a zero-tolerance policy on violence, harassment and discrimination of any kind, perpetrated against or by any employee, volunteer, customer, vendor, contractor, visitor, or any other person at Wilfrid Laurier University. Everyone is expected to uphold this policy and to work together to prevent workplace violence.

With respect to workplace violence and harassment as defined above, any contravention may result in removal from the property, discipline or dismissal and/ or police involvement.

There is a workplace violence program that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents, or raise concerns. We will investigate and deal with all incidents and complaints of workplace violence in a fair and timely manner, respecting the privacy of all concerned as much as possible. The Students' Union will ensure this policy and the supporting program are implemented and maintained.

Supervisors will adhere to this policy and the supporting program. Supervisors are responsible for ensuring that measures and procedures are followed by workers and that workers have the information they need to protect themselves.

Every employee and volunteer must work in compliance with this policy and the supporting program. All employees and volunteers are encouraged to raise any concerns about workplace violence, and to report any violent incidents or threats to their supervisor or Human Resources immediately.

#### **Joint Health & Safety Committee (JHSC)**

An up-to-date listing of the Joint Health and Safety Committee is located on the Students' Union Health and Safety boards in Waterloo and Brantford.

New Joint Health & Safety Committee worker members are elected annually in April. The committees meet four (4) times per year.

#### **Incident Reporting**

In the case of any incident sustained by an employee, customer, or visitor on Students' Union premises, a *Students' Union Incident Report Form* must be completed within twenty-four (24) hours and submitted to the direct supervisor. The forms can be found on a Students' Union Health and Safety Board, or on the J:/drive under J:\WLUSU\WLUSU-Share\JointHealthSafety. If you have trouble locating the form, please contact your supervisor for assistance.

Immediately after being filled out, the reports must go directly to Human Resources. Human Resources will then report the incident to the Workplace Safety and Insurance Board, as required. Serious incidents will be brought to the attention of the President and Executive Director by Human Resources.

Incident Report forms are reviewed quarterly by the Joint Health and Safety Committee in order to establish ongoing trends to prompt change of protocol or training, as needed.

#### **Hazard Reporting**

When a hazard is identified in the workplace, an employee or volunteer must report immediately to their supervisor and/or submit a Hazard Report Form found either electronically on the Students' Union website. The Supervisor must take immediate action or notify Human Resources if additional time or resources are needed to remove or fix the hazard. If an Employee does not feel the reported hazard has been adequately resolved, they may initiate a work stoppage.

Hazard Reports are reviewed quarterly by the Joint Health and Safety Committee in order to establish ongoing trends to prompt change of protocol or training, as needed.

#### **Workplace Violence and Harassment Reporting**

The Occupational Health and Safety Act defines **workplace violence** as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker. It also includes an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker, and/or a statement or behavior that a worker could reasonably interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

The Occupational Health and Safety Act defines **domestic violence** as workplace violence when an individual who has a personal relationship with a worker – such as a spouse or former spouse, current or former intimate partner or a family member – physically harms, or attempts or threatens to physically harm, that worker at work. The Occupational Health and Safety Act defines **workplace harassment** as engaging in a course of vexatious comment, conduct or behavior that is known, or ought reasonably to be known, to be unwelcome against a worker in a workplace. This includes psychological harassment or personal harassment.

The comments or conduct typically happen more than once. They could occur over a relatively short period of time (for example, during the course of one day) or over a longer period of time (weeks, months or years). However, there may be situations where the conduct happens only once.

Workplace harassment can involve unwelcome words or actions that are known, or should be known, to be offensive, embarrassing, humiliating or demeaning to a worker or group of workers, in a workplace. It can also include behavior that intimidates, isolates or even discriminates against the targeted individual(s).

The Occupational Health and Safety Act defines **workplace sexual harassment** as engaging in a course of vexatious comment or conduct against a worker, in a workplace, because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known, or ought reasonably to be known, to be unwelcome. Workplace sexual harassment includes making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows, or ought reasonably to know, that the solicitation or advance is unwelcome.

The comments or conduct typically happen more than once, although a single unwelcome solicitation or advance from a manager, supervisor, or another person who has the power to reward or punish the worker may constitute workplace sexual harassment. Multiple events can occur over a relatively short period of time or over a longer period.

Workplace sexual harassment can involve unwelcome words or actions associated with sex, sexual orientation or gender that are known, or should be known, to be offensive, embarrassing, humiliating or demeaning to a worker or group of workers, in a workplace. It can also include behavior that intimidates or isolates individual(s).

If an employee All complaints and investigations will be dealt with in a fair, respectful and timely manner. The Students' Union will take reasonable precautions to protect workers from all sources of work-related harassment.

Supervisors are responsible for supporting a respectful workplace by reinforcing a zero-tolerance policy, and providing harassment information and training to employees. Employees and volunteers must comply with the workplace harassment policy and follow procedures for reporting incidents of work-related harassment.

Everyone is encouraged to work together to support a safe, healthy and respectful workplace.

### **Emergency Procedures**

If you have any problems related to security, such as: theft, fights, or threats to safety, please inform your direct supervisor or manager-on-duty immediately. They, in turn, will contact Wilfrid Laurier University Special Constable Services for assistance.

*Waterloo Campus:*

Internally: ext 3333

Externally: 519-885-3333

*Brantford Campus:*

Internally: ext 5888

Externally: 519-770-3778

Fire Alarm

In the case of a fire alarm, please adhere to the following procedures:

- I. Remain calm
- II. If possible, shut down/turn off any equipment you are working on/with
- III. Evacuate the building in a safe and orderly manner at least 30 meters away from the building in the designated safe zone outlined in the Emergency Evacuation Plan for your area
- IV. Follow any instructions given by the Emergency Warden(s). The following individuals are designated to be the Emergency Wardens for the Students' Union:

*Fred Nichols Campus Centre, Waterloo:*

- I. Building Evacuation Coordinator – Phil Champagne
- II. 1<sup>st</sup> Floor – Rich Hodge and Kelly Lee
- III. 2<sup>nd</sup> Floor – Shawna Wey and Cathie Hughes-Meyer
- IV. 3<sup>rd</sup> Floor – Jeyas Balaskanthan

*Student Centre, Brantford:*

- I. 1<sup>st</sup> Floor – Tony Massi

First Aid

All of the Hospitality Services Managers, the Human Resources Generalist and Executive Administrator are trained in First Aid and CPR.

*The Emergency Response Team:*

The Emergency Response Team is trained in advanced First Aid, and carries first aid kits with them. It operates on the Waterloo campus ONLY, daily from 3:00pm to 3:00am. The Emergency Response Team office is located at 232 King Street North, Waterloo, and can be reached by calling 519-885-3333 during operational hours.

*Emergency First Aid Kits:*

Emergency first aid kits are located on each floor of Students' Union buildings. Please note, if a kit is opened, a Students' Union Health & Safety Accident/ Incident Report Form must be completed within 24 hours by the individual and their supervisor.

On the Waterloo Campus, an emergency first aid kit can be found at the following locations:

- I. Ground Floor:
  - i. The Foot Patrol Office – one main kit located in the Foot Patrol Office, as well, all on-duty Foot Patrol volunteers carry smaller first aid kits on their person.
- II. 1<sup>st</sup> Floor:
  - i. Wilf's Restaurant & Bar – one main kit located in the Manager Office.



- ii. U-Desk – one main kit located in the cupboard behind the U-Desk desk.
- III. 2<sup>nd</sup> Floor:
  - i. Fred Nichols Campus Centre Students' Union office – one main kit located in front of the Human Resources Generalist's desk, across from the Health and Safety Board.
- IV. 3<sup>rd</sup> Floor:
  - i. The Turret Nightclub – one main kit located inside the staff room.

On the Brantford Campus, an emergency first aid kit can be found at the following locations:

- I. Student Centre Students' Union office – one main kit located in the front of the office at the U-Desk
- II. William's Fresh Café – one main kit located in the back kitchen area

## Appendix J

### **CONFLICT OF INTEREST POLICY**

The Students' Union has adopted this policy to ensure that our business interests are protected, employee safety and productivity are maintained, and the best interests of all members are upheld. The Students' Union generally allows outside employment where: the secondary employment causes no adverse effects to the employee's performance of job duties at the Students' Union; the secondary work is performed after the employee's regularly scheduled working hours; and, there is no conflict of interest. Furthermore, where a situation arises where an employee is required to conduct business or provide services to a family member, or associate, this may create a real or perceived conflict of interest for both the company and the employee in question. As such, the Students' Union requires any employee that feels they may have a conflict of interest to immediately notify their immediate supervisor for relief. This policy shall:

- i. Provide reporting guidelines for moonlighting employees;
- ii. Examine the Students' Union limitations for secondary employment;
- iii. Discuss the Students' Union Confidentiality Agreement;
- iv. Outline the Students' Union stance on secondary employment with clients and/or vendors;
- v. Define the Students' Union policy on secondary employment conducted while on leave;
- vi. Define the Students' Union policy regarding potential conflicts of interest in the hiring process;
- vii. Define the Students' Union policy regarding potential conflicts of interest in the transaction of business; and
- viii. Define the Students' Union policy regarding potential conflicts of interest in the use of personnel and/or equipment for non-business purposes.

#### **Reporting**

Any Students' Union employee that wishes to work for any amount of time after their regularly scheduled hours should discuss the matter with their direct supervisor and/or Human Resources prior to their acceptance of the secondary employment. The employee may be required to disclose information pertaining to the proposed

secondary employment to allow a Human Resources review. The review will simply ensure that there is no conflict of interest.

#### **Non-Compete / Confidential Information**

To ensure the safe-keeping of confidential information, Students' Union employees are strictly prohibited from seeking secondary employment with any organization that competes either directly or indirectly with the Students' Union, or that conducts business that is similar to the Students' Union. This is in keeping with the Students' Union Confidential Agreement which Students' Union employees are required to sign as part of their contract agreement prior to their employment with the Students' Union.

#### **Secondary Employment with Clients and/or Vendors**

Advance written permission to hold any outside employment or business interests with any organization that conducts business with the Students' Union, its suppliers, or dealers must be obtained from the Students' Union senior management. Failure to obtain advance written permission may result in disciplinary action, up to and including termination of employment at the Students' Union.

#### **Within Employment Hiring Practices**

##### Family Members

The Students' Union shall accept applications from, and consider a member of an employee's immediate family for employment if the candidate has all the prerequisite qualifications. An immediate family member shall not be considered for employment if by doing so, it might create a direct or indirect managerial/subordinate relationship with the family member, or if his/her employment could create a conflict of interest either real or perceived. For the purposes of this policy, immediate family members shall be defined as: Wife, Husband, Mother, Father, Sister, Brother, Daughter, Son, or any In-Laws.

##### Employee Relationships

Any Students' Union employees involved in romantic relationships, or that become married or live in the same household shall not be perceived as presenting a conflict of interest, provided that there is neither a direct or indirect managerial/subordinate relationship between the employees, or a conflict of interest, real or perceived, created as a result of the relationship. In the event that either a managerial/subordinate, or conflict of interest issue arises, the Students' Union will work with the employees to accommodate them in a reasonable fashion.

#### **Within the Transaction of Business**

The Students' Union has a mandatory obligation to perform a conflict of interest search prior to beginning a working relationship with any new vendor, supplier, or business partner. This is to ensure fiduciary and due diligence processes are upheld. If any Students' Union employee has reason to believe that a conflict of interest has occurred or is possible, it is their duty to report it to their direct supervisor and/or Human Resources. Employees should avoid any interest, investment or association that creates a conflict of interest or that interferes with their ability to perform their duties at the Students' Union. Students' Union employees should avoid the creation of any personal direct or indirect interest or relationship with any organization that

competes with Students' Union, or provides products and/or services to Students' Union. If any employee believes that they may have a conflict of interest, they must immediately disclose this fact to their direct supervisor and/or Human Resources.

#### **Within Use of Personnel and/or Equipment for Non-Business Purposes**

The Students' Union strictly prohibits the use of personnel (including volunteer staff) and/or equipment for non-Students' Union business, as their use may be improper, illegal or create a conflict of interest. Where Students' Union resources (including property, equipment and personnel) are used for unapproved purposes, they may create a negative impact on our business, and the community perception of the organization.

#### **Reporting a Conflict of Interest**

##### Employees

Employees who believe they have witnessed a conflict of interest or where they reasonably believe that they may be engaged in any activity which could present a conflict of interest must immediately disclose this fact to their direct supervisor and/or Human Resources.

##### Supervisors & Managers

Supervisors and managers are directed to take all appropriate steps to prevent and stop conflicts of interest in their areas of responsibility. Any supervisor or manager who is subject to, witnesses, or is given written or verbal complaints of conflict of interest shall work to minimize or eliminate the issue at hand. In the event that this is not possible with the available resources, the supervisor / manager is required to report the conflict of interest to Human Resources.

#### **Investigation**

The Students' Union seeks to resolve claims of conflicts of interest as expediently as possible. Investigations shall be conducted and the appropriate actions taken no longer than 10 business days following the filing of a complaint.

The employee's direct supervisor / manager and/or Human Resources shall be responsible for determining and administering the methods and means for addressing complaints. This shall be accomplished through the following methods:

- I. Determining the veracity of allegations of a conflict of interest;
- II. Determining whether or not a reported act is indeed a conflict of interest;
- III. Resolving the conflict of interest;
- IV. Administering punitive or corrective actions as appropriate; and
- V. Administering punitive actions if allegations were knowingly falsely made.

At the conclusion of an investigation, the investigator shall prepare a written report which shall include a statement of factual findings and a determination of whether this Policy has been violated, and submit to Human Resources for filing.

**PART-TIME EMPLOYEE CODE OF CONDUCT**

1. Employees will knowingly abide by and endorse the Laws of the Province of Ontario, the AGCO [Alcohol and Gaming Commission of Ontario] and the Students' Union.
2. Employees will be polite, sociable and efficient when serving any customer or guest.
3. Employees will cooperate and support the management and fellow staff members in confrontations, problems, etc. Any disagreements in the execution of tasks will be addressed privately to the manager after the event/incident.
4. Employees will not participate in activities distracting to their duties. You may say a quick "hello" to your friends, although long, in-depth conversations are not permitted during work hours.
5. When employees arrive for work they will be neat in appearance and possess a COMPLETE staff uniform. Employees may be sent home due to an inferior uniform.
6. Off-duty employees will not be permitted to enter the work area. Employees' behavior while off-duty must reflect the knowledge that they are ambassadors for their respective establishment(s) of employment and the Wilfrid Laurier Students' Union as a whole.
7. Employees are not permitted to consume any alcohol or drug prior to or while on duty. This will result in immediate termination. Any consumption after shift must be out of uniform.
  - a. Employees of Wilf's Restaurant & Bar and The Turret Nightclub will report to the manager on duty if they choose to stay after their shift and consume alcoholic beverages at their establishment of employment.
8. At times employees, due to unforeseen circumstances, will be reassigned to other jobs or asked to leave work early. If this situation does arise, the manager will first ask for volunteers. If no one volunteers or if there are not enough volunteers, then management has the right to decide.
9. Employees will arrive 10 minutes before every scheduled shift start time. This allows the employee to become informed of news and prepare prior to the start of their shift.
10. A shift is only completed upon management approval. Everyone must check in with a manager, assistant manager, or shift leader before they sign out, absolutely no exceptions.
11. Employees will not give away, free of charge, any items which are for sale unless authorized by the manager(s) on duty.





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Wilfrid Laurier University  
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Waterloo, ON, N2L 3C5  
519.884.0710 x3335  
yourstudentsunion.ca

## WLU Students' Union Unpaid Staff Code of Conduct

As an organization, the WLU Students' Union expects the volunteer performance to be of the highest possible personal and professional standards. This Code of Conduct outlines our standards for all unpaid staff:

### Respect Other People

- As legislated by the Canadian Human Rights Act, WLU Students' Union staff shall not discriminate on the grounds of; race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, and gender identification
- WLU Students' Union staff shall not commit physical, mental or emotional abuse to any individual
- WLU Students' Union staff shall have respect towards all employees and members of the WLU Students' Union
- WLU Students' Union staff shall refrain from any acts of sexual harassment or misconduct

### Respect for WLU Students' Union and WLU Property

- WLU Students' Union staff shall not abuse WLU Students' Union resources for personal gain or private benefit
- WLU Students' Union staff shall not be involved in any criminal activity or breach of the WLU Non Academic Code of Conduct
- WLU Students' Union staff shall not vandalize or deface WLU Students' Union property
- WLU Students' Union staff shall respect the WLU Community, the community at large where they operate and the property therein

### Representation

- WLU Students' Union staff shall not prevent students, staff and faculty from having open and equal access to the services provided by WLU Students' Union
- WLU Students' Union staff shall not be under the influence of alcohol or drugs while on duty or in WLU Students' Union uniform
- WLU Students' Union staff shall adhere to appropriate dress and demeanor befitting their position
- Mandatory WLU Students' Union Uniforms shall be worn only when on shift/ volunteering
- WLU Students' Union staff shall not misrepresent the WLU Students' Union, or operate under false pretense when engaging with the WLU community or the community at large

### Integrity

- WLU Students' Union staff shall not abuse any position for personal gain
- WLU Students' Union staff shall uphold the personal and professional confidentiality of all WLU Students' Union staff and members

Failure to uphold this Code of Conduct will result in immediate dismissal from the WLU Students' Union.

\_\_\_\_\_  
Signature of Volunteer

\_\_\_\_\_  
Supervisor Signature

**FULL-TIME / SALARY EMPLOYMENT TERMS & CONDITIONS**

**Probationary Periods**

- I. Newly hired employees shall be subject to a probationary period of 90 calendar days.
- II. Under the provisions of the probationary clauses, all new employees shall have their status of employment reviewed by Human Resources or their direct supervisor before the expiration of the probationary period. At any time within the period of probation, the employment status of a new employee may be terminated without explanation or notice within the Ontario Employment Standards Act.

**Employee Orientation and Training**

This manual will cover all pertinent policies, rules, regulations and guidelines for Students' Union full-time / salary employees. In addition to this manual, each employee will also receive training document(s) or manual(s) for their specific business operations, position(s) and/or department, as well as in-business related training before working independently in the business operation(s). This in-business training will include, but is not limited to, workplace policy & procedures, customer service, health & safety, and job specific skills necessary to succeed at work. In addition, to complete the probationary employment requirements, all employees will participate in employee orientation ensuring that they are fully orientated to the specific job and employer information. Employee orientation will be included with the training on the employee's first day.

**Current Legislated Training**

- I. New Employee Health & Safety Orientation for Workers
- II. OR if under 25 years old Young Worker Health & Safety Orientation
- III. WHMIS [Workplace Hazardous Materials Information System]
- IV. AODA [Accessibility for Ontarians with Disabilities Act]
- V. Integrated AODA

Noncompliance with the policies and procedures of the Wilfrid Laurier University Students' Union outlined in this manual, as well as business operation(s) and/or job specific manual(s), in addition to health & safety policies, will result in disciplinary actions as outlined in the provisions of the Progressive Discipline Policy.

**Payroll Information**

All employees must complete a hire package including a contract, job description, authorization to hire form and both provincial and federal tax forms prior to starting work with the Students' Union. Employees will not receive compensation until banking information (either a void cheque or direct deposit form) is received and this package is completed in full. It is the policy of the Students' Union to compensate all employees via direct deposit, bi-weekly. Your paystub will available online via DayForce.

**Performance Appraisal**

Performance appraisals are a key component of employee development. The performance review is intended to be a fair and balanced assessment of an employee's performance. Regular performance appraisals provide employees the opportunity to:

- Discuss job performance

- Set goals for professional development
- Establish objectives for contributing to the department's mission
- Discuss expectations and accomplishments

### **Representing the Students' Union**

While we cannot police your activities outside of the Students' Union, be mindful of how your activities will impact your job performance. As an employee of the Students' Union, you represent the Students' Union and its values. Any off-duty behaviour reflects directly on the Students' Union and our business establishments.

### **Resignation**

An employee who decides to resign must submit a letter of resignation to their supervisor and Human Resources. The letter of resignation should specify the effective date of resignation and offer an appropriate notice period of no less than two (2) weeks, or as otherwise detailed in the employment agreement.

### **Return of Students' Union Property**

All Students' Union property, including: training manuals, keys, computer equipment, books, identification cards, credit cards, parking permits, athletic membership cards, etc.; must be returned to the Students' Union on their last day with the Students' Union.

### **Transfer/Notice Period**

For internal candidates who have been successful in gaining another position, the notice period shall be a minimum of two (2) weeks. Certain positions may require longer periods of notice and thus shall be negotiated by the President, Executive Director, Human Resources and relevant department director in order to accommodate the recruiting, hiring, and training of a replacement.

### **Contract Positions**

The Students' Union may elect to hire individuals on a short-term basis or with a reoccurring end-date. Traditionally, these positions are designed to aid during peak periods or seasons throughout the year, or are employment on a yearly basis (such as the annual executive team). An employee may be offered to return annually in the same role (or successful in obtaining a new role); they would be deemed contract employees. As a contract employee, certain guidelines outlined within this manual may or may not be applicable. The specifics will be outlined within each employment contract.

### **Position Redundancy & Layoff**

The Students' Union may declare a position redundant or reduce the number of hours of a position, possibly making the position part-time. This may occur, when necessary due to lack of work, a reorganization of duties or a reduction of services. Employees who have successfully completed their probationary period will be issued in writing a notice of layoff and payment in lieu of notice based on the Ontario Employment Standards Act regulations.

### **Salary Administration**

Within budgetary limits, the Students' Union will strive to maintain a fair and equitable salary administration program based on salary ranges comparable to those of other

Students' Associations across Canada. The Board of Directors, at any time due to financial or other reasons and/or concerns, may suspend annual salary increases.

#### **Cost of Living Allowance**

Cost of Living shall be calculated using data published in the Consumer Price Index by Statistics Canada through averaging the twelve monthly rates of the previous calendar year. Human Resources and the Director, Finance & Administration, in consultation with the Executive Director, shall determine if the Students' Union can afford to increase salaries as per the Consumer Price Index. Depending on the financial stability of the organization and the financial implication of the Cost of Living adjustment, an adjustment may not be granted in a given fiscal year. Should an adjustment be granted, it shall take effect on the first pay period of the new fiscal year. If Consumer Price Index released by Statistics Canada indicates a negative increase in the cost of living, no adjustment will be granted and salaries shall remain level.

#### **Dress Code**

This policy standardizes a Dress Code across all Wilfrid Laurier University Students' Union offices. The Students' Union adopts a minimum standard Business Casual Dress Code. This minimum standard Dress Code applies to employees whenever and wherever they represent the Students' Union.

#### Employee Responsibilities

Employee's are expected to dress professionally and in a manner consistent with the Wilfrid Laurier University's public agency corporate environment. Employees should be mindful of their work day calendar and "dress for their day" by wearing more professional clothing when meeting with University or external partners.

Clothing is expected to be clean, in good shape and free from visible rips, tears, holes or other heavy wear.

If an employee has questions or concerns they are to speak with their supervisor to help clarify expectations.

If an employee has concerns about another employee's clothing, they are to speak to that employee's supervisor in private, so the supervisor can manage the issue directly

#### Employer Responsibilities

Enforcement of the Dress Code policy is the responsibility of Students' Union management. If clothing fails to meet the Business Casual Dress Code standards, the employee's supervisor will speak to the individual about the violation, and issue a verbal warning to the employee. Further Dress Code infractions will result in formal corrective discipline by the supervisor or the Human Resources department.

#### Permitted

- SHOES: Loafers, dressy clogs, boots, flats, dress heels, dress sandals, leather deck-type shoes, conservative athletic or walking shoes, and office sneakers;
- BOTTOMS: Slacks, dress pants, and pants; jeans are permitted as long as the wash is solid throughout the pant without visible fading; skirts and dresses are permitted so long as they rest no higher than six (6) inches above the top of the employee's knee;
- TOPS: Blouses, button-up shirts, quarter-zip shirts with collared shirts beneath, collared shirts, or collarless polo shirt;



- SCENTS: Perfumes, colognes, and other scents are permitted with restraint, as others may be sensitive to these items.

#### Not Permitted

- Items bearing controversial or offensive graphics or slogans;
- Overalls, sweats, workout clothes or jogging suits;
- Form fitting or revealing clothes unless covered with an appropriate top or bottom;
- Pajamas and other bedroom attire;
- Shorts;
- Hats;
- Flip flops and slippers;
- T-shirts, unless part of an outfit with a covering blouse, shirt, jacket, or dress; and
- Hoodies or causal sweatshirts.

#### Special Considerations:

- Video Conference Meetings: While attending video conference meetings representing the Students' Union, employees are expected to follow the Business Casual Dress Code.
- Team Spirit Fridays: Wilfrid Laurier University or Students' Union branded t-shirts or sweaters are permitted on Friday, so long as the employee does not have any meetings that would require professional attire, and so long as the employee abides by the rest of the rest of the Business Casual Dress Code specifications.

#### Exemptions from the Dress Code

The Students' Union is a diverse workforce; accordingly, exceptions from the Business Casual Dress Code are to align employees' attire with clothing appropriate to their duties. Exceptions are to be approved through an employee's supervisor and department leadership under the following circumstances:

- Circumstances related to employee health, ability, religion and other categories that warrant a reasonable accommodation;
- Positions which utilize a uniform;
- Job duties requiring outdoor or physical labor, or additional safety concerns; and
- Circumstance requiring work outside of normally scheduled work or working hours, e.g. on-call, institutional and SU events.

#### **Personal Information**

NEVER give out the personal information of other employees to anyone, including customers and other employees. The personal information, which includes their contact information (phone and e-mail) and scheduled shifts, is confidential. When in doubt, ask your direct supervisor.

#### **Phone Etiquette**

The office phones are for official use only. When answering the phone, please be polite and courteous, and say "Good (morning, afternoon, evening), (your business), (your name) speaking, how may I help you?"

#### **Cash Handling**

All employees who deal with cash are responsible for the cash float and deposits. As such, each employee must take great care in making change and entering

transactions for customers. All Moneris (debit/credit) and OneCard transactions must balance with the Point-of-Sale transactions. Any discrepancies will be the responsibility of the employee.

#### **Wilfrid Laurier University Smoking Policy**

Wilfrid Laurier University Policy 7.8 states: Smoking is prohibited in all university buildings owned or operated, leased or rented. Smoking is prohibited inside all buildings. It is also prohibited within ten (10) meters of any building, or if the building is less than ten (10) meters from the property line, prohibited ten (10) meters from any doorway.

As such, the Fred Nichols Campus Centre (Waterloo campus) and Students Centre (Brantford campus) is a non-smoking environment and Students' Union employees are not permitted to smoke within ten (10) meters of any Wilfrid Laurier University building. If any employee smokes during their breaks, they must be out of uniform.

#### **Alcohol and Illegal Drugs**

The Students' Union holds a zero-tolerance policy regarding the consumption of any alcoholic beverage(s), recreational or illegal drug(s) (including Marijuana) prior to, or during shift. If any employee is witnessed or suspected of being intoxicated or under-the-influence, they will be immediately sent home and pending a meeting with the department supervisor and Human Resources, terminated from their employment contract.

#### **Stealing, Theft and Fraud**

The Students' Union values all of its Employees, Volunteers, and their property, and expects that Employees in turn value the company and its assets. Therefore, we will not tolerate any Employee or Volunteer theft, stealing or acts of fraud of any kind, including fraudulent time card reporting. This includes theft of money, information, products, inventory, tools, equipment or any item, information or idea that belongs to the Students' Union or to an Employee, Volunteer, Customer or Business Partner of the Students' Union. Employees are expected to act faithfully and honestly toward the Students' Union, and must exercise discretion in dealing with information obtained in the course of their employment.

Depending on the scenario and severity of theft or fraudulent behavior, the Employee can face charges under the Canadian Criminal Code, immediate termination from their position(s), as well as the Employee may face potential legal action against them for restitution of the funds, products, inventory, assets, etc., that were taken. Any employee who reports an incident is protected from reprisal under the Students' Union Whistle-Blower policy.

If an Employee steals, behaves in a fraudulent manner, or conducts any of the below listed behaviors, the Employee will be IMMEDIATELY terminated from their position(s) with the Students' Union. The Employee will not be entitled to notice of termination or termination pay as per Employment Standards Act regulations. Unless authorized by your Supervisor, the following behaviors are considered theft:

- I. Giving away items that are for sale, free of charge;
- II. Selling products or equipment that are not for sale;
- III. Providing discounts for individuals who are not eligible for discounts;

- IV. Discounting items which are not eligible for discounts;
- V. Consuming company product without previously purchasing the item;
- VI. Taking product(s) or equipment home;
- VII. Creating your own meals;
- VIII. Falsifying transactions, including, cash transactions, Moneris, OneCard and Point-of-Sale;
- IX. Taking money from the company;
- X. Misappropriating customer banking information, or company checks;
- XI. Miscalculating or reporting of scheduled and worked hours;
- XII. Sharing or selling Students' Union information or trade secrets;
- XIII. Receiving bribes or commissions from suppliers/or customers;

**ATTENDANCE & SCHEDULING**

**Hours of Work**

Core office hours of the Students' Union office are 8:30am to 4:30pm, Monday through Friday. Employees must understand that the nature of our organization does not always permit operations to take place during core business hours. The hours of each business / department operation will vary, and may be modified at any time throughout the year to reflect customer demands. Employees asked to perform such duties will be granted equal hours off as time in lieu on a one-to-one (1:1) ratio.

**Punctuality and Absenteeism**

You and your direct supervisor will set out office hours for you, and must be communicated to the Administration Assistant, unless otherwise outlined in the employment contract. If you know you are going to be late due to unforeseen circumstances, you must contact your direct supervisor immediately. You may not leave early or start late without prior approval from your direct supervisor.

**Breaks and Meal Periods**

All full-time / salary employees that work an eight (8) hour work day, are provided a one (1) hour paid break per day, unless otherwise outlined in the employment contract. If an employee works less than eight (8) hours in one work day, they are provided a thirty (30) minute paid break. Employees must be on-call during this break and able to return to work if needed, and whatever time owing must be given in lieu.

Food Service Policy: Due to the nature of the food service business, breaks are not able to be taken during peak periods – between 11:30am to 2pm for lunch or 5:30pm to 8pm for dinner – within your direct supervisor's discretion.

**Pay and Vacation Time**

Vacation time is provided by the Students' Union for the purpose of contributing to the health and well-being of employees, whereby our employees may refresh themselves and maintain a healthy work/life balance.

All full-time employees are entitled to vacation on the following grid:

| Vacation Level | Years of Service | Yearly Vacation Allotment | Vacation Pay (% of earnings) |
|----------------|------------------|---------------------------|------------------------------|
| A              | < 1              | 80 hours = 10 days        | 4%                           |

## **Executive Limitation #2j “Hiring Practices – Unpaid Staff”**

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 2022/23 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.**

Megan Spenler  
President and CEO  
Wilfrid Laurier University Students’ Union



August 15<sup>th</sup>, 2023

**(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: accurately describe special circumstances under which deviation from policy would be acceptable;**

### CEO INTERPRETATION

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

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

### 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 Students’ Union’s hiring procedures that describes when it is viable to deviate from policy and make an exception.

#### EVIDENCE

- A) The hiring process is continually reviewed and is therefore sufficiently up to date.

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 accessible by all interested parties inquiring for information and being provided in an accessible format compliant with AODA, as requested by a person(s).

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

#### 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 procedure will be able to answer them.

#### EVIDENCE

- A) SU DESK
  - a. Potential applicants can reach out to the SU-Desk staff, via email or in person
    - i. Between the hours of 10:00am-7:00pm on weekdays on the Waterloo campus
    - ii. Between the hours of 11:00am-3:00pm on Mondays, Wednesdays, Thursdays, and Fridays on the Brantford campus

I report this section as **COMPLIANT**

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

CEO INTERPRETATION

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

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 Procedure
  - a. Section 3.5.10 (selecting candidates for interviews)
    - i. This section outlines how applicants are chosen for interviews, and the criteria for when an applicant would be declined an interview.
  - b. Section 3.5.15.1.8 (Delineation of Hiring Policy)
    - i. 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 policies and procedures comparable to organizations within the sector.

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) Queens AMS: Hiring and Appointment Policy and Program
  - a. <https://www.myams.org/wp-content/uploads/2022/01/HiringAndAppointment-20180327.pdf>

I report this section as **COMPLIANT**

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

## CEO INTERPRETATION

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

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

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 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

1. Hiring and Recruitment Confidentiality Agreement

- a. Signed by all members of the Hiring and Recruitment committee which is in charge of unpaid staff interviews and application marking.
- 2. Unpaid Staff Interview Script
  - a. Script that is read by Hiring and Recruitment representation before each interview.
- 3. Volunteer Hiring Procedures:
  - a. Section 3.5.8 (Training)
    - i. Outlines the repercussions and process used for breaches of confidentiality.
- 4. Online Personnel Info
  - a. All online information is password protected with access monitored and granted by the VP: Finance & Volunteer Operations.

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 overtly confusing, difficult to understand and not within the scope of the position being applied to.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

- A) Volunteer Hiring Procedures:
  - a. Section 3.5.12 (Weighted Assessments)
    - i. This section outlines the components of applications based on level of position.

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; including ongoing complaints generated by the Organization and relevant University partners.**

CEO INTERPRETATION

I interpret the above statement as articulated.

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:

- a. In the event the Students' Union is dissatisfied with the volunteer to the point of a poor performance appraisal/necessary dispensary measures, they receive a "DNR" (Do not rehire) in our database, so that the previous conduct can be considered.

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 when operationally feasible.**

CEO INTERPRETATION

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

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Applicants are explained the feedback process (and how to request such feedback) during their interview or applicable 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 preamble
  - a. This script is read at the start of all unpaid staff interviews. It outlines how and where concerns can be addressed.

### **Interview Preamble-**

- Introduce the hiring panel members, including names and positions
- The interview will be approximately 1 hour in length, and will cover a variety of topics
- You will be given a couple of minutes to set up for your interview
- We will ask you mainly behavioral based questions, meaning that the questions will draw on experiences, which you can then relate back to the position.
- Everything said in the interview will remain confidential and we ask that you keep the questions and scenarios confidential.
- We will be writing your answers down and may not be making eye contact but we are listening.
- There is a feedback process should the candidate feel that they were treated unjustly, or if they would like advice on how their interview went, through Shawna Wey, Human Resources Consultant.
- Do you have any questions for us before we begin?
- Ask the candidate if they have any questions before you begin, if not start the interview

I report this section as **COMPLIANT**

**Policy Wording EL#2j6: The President will not: Allow applicants to be unaware of this policy.**

## CEO INTERPRETATION

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

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

## EVIDENCE

- 1) Volunteer Hiring Procedures:
  - a. Section 3.5.15 (Appeals Process)
    - i. 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.
    - ii. The section also outlines the criteria which can warrant an appeal.

I report this section as **COMPLIANT**

**Policy Wording EL#2j7: The President will not fail 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 "**be heard**" as an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

## EVIDENCE:

- A) Students' Union Website

- a. The VP: Financial & Volunteer Operations email address is easily located under the *About >>> Executive Leadership Team and Departments >>> Financial & Volunteer Operations* tabs on the YourStudentsUnion website
- B) Volunteer Hiring Procedures:
  - a. Section 3.5.15 (Appeals Process)
    - i. 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.

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 circumstances that do not treat the applicants in an equitable way, with dignity, and/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 connections and favour the exercise of patronage.

I interpret “**ambiguous**” as conditions that are vague and not specific, leaving room for many interpretations that can be made outside the desired scope set by the Students’ Union.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All sections of EL#2J are in compliance.

#### EVIDENCE

- A) All sections of EL#2J are in compliance.

I report this section as **COMPLIANT**



## Executive Limitation #2n “Hiring Practices – Paid Staff”

This monitoring report for Executive Limitation Policy #2n “Hiring Practices – Paid Staff” is presented in accordance with the monitoring schedule set forth by the Board of Directors. 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.**



Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union

August 15<sup>th</sup>, 2023

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

**The President will not:**

- 1. Operate without up-to-date written hiring procedures that outline a well- defined and widely recognized practice.**

### CEO INTERPRETATION

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

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

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) Paid hiring practices are reviewed by the President, Executive Director, and HR Generalist, once every twelve (12) months.
- B) Hiring policies and practices are well-researched and represent common practice when compared to organization of similar size and structure

#### EVIDENCE

- 1) Appendix Ai: Paid Hiring Policies and Procedures.

I report this section as **COMPLIANT**.

### **2. Operate without controls in place that protect the applicant's privacy.**

#### CEO INTERPRETATION

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

- 1) Appendix Bi: Interview Preamble 2023/2024
- 2) Appendix Ci: Confidentiality Clause in Employment Contract

I report this section as **COMPLIANT**.

### **3. Operate without controls in place to prevent nepotism and other wrongful conditions.**

#### CEO INTERPRETATION

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

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

- 1) Appendix Ai: Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

#### **4. Allow openings to be filled without an open and accessible posting.**

#### CEO INTERPRETATION

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

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

#### EVIDENCE

- 1) Any and all available job postings are available to everyone via the Students' Union website
- 2) Board was consulted on and subsequently approved of expediting the hiring of the Director of Strategic Initiatives position



I report this section as **COMPLIANT**.

**5. Allow openings to be filled without student input on the hiring process.**

CEO INTERPRETATION

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

- 1) **Appendix A**: Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

**6. Allow an opening to be filled without a consistent and equitable process.**

CEO INTERPRETATION

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

- 1) **Appendix Ai:** Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

### **7. Allow conflicts of interest in the hiring process to go undeclared.**

CEO INTERPRETATION

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

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

- 1) **Appendix Ai:** Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

**Global Policy Statement:**

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

#### CEO INTERPRETATION

I interpret “**unfair**” as conditions that treat some or all applicants inequitably or unethically and favours others in a biased manner.

I interpret “**biased**” as conditions that give some applicants advantage or disadvantage over others based on perceptions, judgments, prejudices, opinions and/or values.

I interpret “**ambiguous**” as hiring conditions that are up for interpretations by the applicant or hiring committee and not specific, resulting in them being unclear altogether.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) All sections of EL#2n are in compliance

#### EVIDENCE

1. All sections of EL#2n are in compliance

I report this section as **COMPLIANT**.

## APPENDIX Ai



Revised: January 15 2022

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The Wilfrid Laurier University Students' Union is committed to recruiting, compensating, developing and retaining a highly motivated, competent and qualified team of employees who share, with the Board of Directors, the goal of contributing towards achieving the objectives of the Students' Union.

The Students' Union confirms that all human resource policies will be implemented consistently. Furthermore, it commits to equality among its employees for employment without discrimination, in addition to equitable treatment to its employees and applicants.

The process in which the Students' Union follows when hiring paid staff members is outlined below:

- Post each position for a minimum of five (5) business days;
- Must interview a minimum of three (3) people whenever possible;
- Hiring panel must consist of a minimum of three (3) people whenever possible:
  - One (1) hired student: includes any Hiring and Recruitment volunteer, part - time, or full -time staff member who paid Wilfrid Laurier University student fees in the school year of which the interview is taking place, or Student Executive ;
  - One (1) supervisor from the department that the position reports under; and
  - Either one (1) other person from the department that the position reports under, or the Human Resources Generalist .
- Any conflicts of interest for the hiring panel must be declared prior to the interview process , as well as be brought to the attention of the Human Resources Generalist, in addition to the Executive Director and/or President;
  - In the case of any perceived and/or actual conflicts of interest, the Executive Director and/or President can adjust the composition of the hiring panel.
- Positions requiring written proposals are to be marked by all members of the hiring panel and used as a determinant of which/how many applicants are granted interviews.
  - The average of the hiring panel's proposal scores must lie above 70% in order to be granted interviews, unless the hiring panel unanimously decides otherwise.
  - In the event of a high number of applications scoring over 70%, the interview threshold may be adjusted to 20 points below the highest mark at the discretion of the hiring panel
  - The hiring panel has the right to decline a candidate based on documented behavioural concerns from the Students' Union or Student Affairs Department.
- All interviewed applicants must be given the Human Resources Generalist contact information for feedback purposes
- All interviewed applicants must be given a timeline as to when they will be notified of successful candidacy, in addition to if, and when, they will be notified of unsuccessful candidacy.
- Human Resources Generalist must be notified of successful candidate immediately following the completion of the interview process to draft an offer to the preferred candidate;
- No announcement will be made to staff (or otherwise) until the signed contract is received, and no information will be released about any of the applicants, interviewees or the successful candidate without consent of that individual.

## APPENDIX Bi

### Interview Preamble-

- Introduce the hiring panel members, including names and positions
- Chat to create an open atmosphere that is somewhat more comfortable for the candidate (ask about their weekend, the weather, etc)
- Outline that there is 50 minutes allocated to questions, with 10 minutes set aside at the end to answer any questions
- Let the candidate know that you will not always be making eye contact, as you will be taking notes throughout the interview, but that you are paying attention to what they say and do care about what they are sharing
- Remind the candidate that everything said in the interview will remain confidential within the hiring panel, and we ask that they do not share the questions with anyone following the interview
- Explain that there is a feedback process should the candidate feel that they were treated unjustly, or if they would like advice on how their interview went, through Shawna Wey, Human Resources Consultant
- Ask the candidate if they have any questions before you begin, if not start the interview

## APPENDIX Ci

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



**The Brantford Student Life Levy Agreement**  
(hereinafter referred to as the "Agreement")

BETWEEN:

**WILFRID LAURIER UNIVERSITY** ("University")

A corporation incorporated under a Special Act of the Province of Ontario.

AND

**WILFRID LAURIER UNIVERSITY STUDENTS' UNION** ("Union")

A non-share capital corporation incorporated under the laws of the Province of Ontario.

WHEREAS:

- A. The parties desire to enter into an agreement to deal with the enhancement of Student Life at the University's Brantford campus;
- B. The University, on behalf of the students, wishes to collect the fee for the Student Life Levy;
- C. This Agreement is intended to deal generally with the operations, finances, disbursements and general execution of the Student Life Levy at the Brantford Campus;

WITNESSES that in consideration of the mutual covenant contained therein and other good and valuable consideration, the receipt and sufficiency whereof is hereby acknowledged, the parties agree as follows:

**1. DEFINITIONS**

In this Agreement the following words and phrases shall have the meanings as set out below:

- (a) "Agreement" shall mean this Agreement, Appendices to, and any renewals thereof;
- (b) "Brantford Campus" shall mean the real property owned, co-owned or leased by the University and the buildings and other structures thereon in the City of Brantford, Ontario;
- (c) "Board of Directors" shall mean the Board of Directors of the Wilfrid Laurier University Students' Union or "the Board";
- (d) "the Fee" shall mean the Student Life Levy fee paid by Laurier students from the Brantford

campus;

(e) "Fiscal Year" shall mean the accounting period beginning May 1<sup>st</sup> to April 30<sup>th</sup> in each year;

(f) "student" shall mean the full-time and part-time undergraduate students at the Brantford Campus of the University;

(g) "Committee" shall mean the members from the Union and the University that are responsible to evaluate and approve applications, as more specifically described in section 6.

## 2. Referendum Question:

The Union confirms that the following referendum question was passed by a majority of voting students at the Brantford Campus in January 2021 in a properly constituted referendum conducted in accordance with the Union's referendum policies and procedures.

"Do you support the renewal of the Student Life Levy, a fee that enhances students life through project funding such as the Student Centre multi-purpose room and commuter lounge, the campus digital display screens, and the Podcast Accelerator Scholarships? This fee will be assessed at \$4.47 per 0.5 credit, subject to student agreement and adjusted annually by the cost of inflation (Consumer Price Index)."

## 3. Duration of Agreement

Subject to any revision or renewal described in Section 7.0, this Agreement will be in force on May 6<sup>th</sup>, 2021 until expiry on April 30<sup>th</sup>, 2026. Each term shall automatically renew for a subsequent period of time of the same length as the initial Term. Parties shall enter into discussion 120 days prior to the expiration of the current term to mutually agree to either extend or terminate agreement for the subsequent term.

## 4. Financial

4.1 Students will be charged and the University will collect the Fee on a per half-credit course basis per term.

4.2 Beginning May 1<sup>st</sup>, 2021 the per-half credit course rate will be \$4.47.

4.3 The Fee will be subject to Consumer Price Index and will be calculated by the Student Affairs Advisory Council (SAAC) on January 31st of each year. Any fee increase (or decrease) beyond inflation (calculated as the average annual rate of inflation for the previous calendar year), requires a new referendum question put to Brantford undergraduate students.

4.4 The University agrees to collect the Fee and administer the dispersal of funds for projects as approved by the Committee in accordance with the criteria in section 5.

4.5 Any unused funds at the end of the fiscal year shall be held in reserve by the Development Office and carried forward to the next fiscal year.

4.6 The University shall advance the collected Fee to the Union for each academic term (Spring/Summer, Fall, Winter). Within ten (10) business days of the final count date of each academic term, 90% of the collected Fee will be advanced to the Union. Upon receipt of the Fee, the Union has ten (10) business days to remit the Fee to the University Development Office for administration and dispersal of the funds for approved projects. The remaining 10% of the Fee will be advanced to the Union by the last day of each academic term, which shall be immediately remitted by the Union to the University Development Office.

4.7 Any approved projects with expenditures above the approved amount must come to the Committee for the approval of additional funds immediately upon confirmation of an anticipated project overage.

## 5. Criteria for Usage

5.1 The Fee shall be applied towards projects that generally enhance student life on the Brantford Campus.

5.2 Successful proposals must align with one of the following areas:

5.2.1 Increased opportunities for students to engage in activities leading to improved personal health and fitness;

5.2.2 Increased opportunities for students to engage each other and their environment in a culture of learning outside of physical classroom space;

5.2.3 Other projects as determined by the Committee;

5.3 Furthermore, successful proposals must meet the following criteria for approval:

5.3.1 All Student Life Levy proposals must be in accordance with both the Protocol Agreement on Non-Tuition Fees as well as the tuition fee framework and ancillary fee guidelines in effect for the relevant academic year as directed by the Province of Ontario;

5.3.2 The Student Life Levy shall not be used to fund salaries, except when it is for a limited time during the start-up phase of a project and the project budget shows financial sustainability;

5.3.3 The Student Life Levy shall not be applied to a new project or program because it is underfunded;



5.3.4 The Student Life Levy shall not be used to complete previously scheduled/over budget projects or programs;

5.3.5 Projects previously funded by the Student Life Levy are able to apply for funding related to maintenance and upkeep;

5.4 The University Development Office will prepare an annual Accountability Report setting out the status of approved and funded projects. The Accountability Report will include information from all recipients of Student Life Levy funds who are required to submit information on the funded project in accordance with the agreed upon reporting process. The Accountability Report will be prepared and provided to the Committee within 90 days of the end of term.

5.5 Working in partnership, the University Development Office and Student Executive Team will determine how to disseminate the contents of the Accountability Report and the projects funded within the Student Life Levy for the students of Wilfrid Laurier University. The University Development Office will steward Brantford students as donors in thanks for their contribution to the University.

5.6 The University Development Office will meet with the new Student Executive Team each May at the first scheduled board meeting of the new fiscal year.

## 6. Committee

6.1 The purpose of the Committee is to receive applications from the Laurier community for funding from the fee and evaluate and approve such applications against the criteria outlined in section 5.

6.2 The Composition of the Committee shall be as follows:

6.2.1 Chair of the Board of the Union, who shall serve as Chair of the committee

6.2.2 Three (3) additional Board Members selected by the Board of the Union, two (2) of which must be from the Brantford campus

6.2.3 President and CEO of the Union

6.2.4 Vice-President Programming and Services, Brantford

6.2.5 Manager, Student Experience, Brantford (non-voting)

6.2.6 Director of Policy Research and Advocacy of the Union (non-voting)

6.2.7 Dean of Students, Brantford

6.2.8 Senior Executive Officer, Brantford

- 6.2.9 AVP Campus Administration & Special Constable Services, Brantford
- 6.2.10 Associate Director, Development – Athletics, Recreation and Wellness
- 6.2.11 Associate Director, Development: Student Affairs (non-voting, transitional)
- 6.2.12 Executive Director & COO, Students Union

6.3 Decisions at a meeting of the Committee shall be by a simple majority vote.

6.4 In the event of a tie the motion shall fail.

6.5 The Committee shall meet by the following dates to respond to submissions to the Committee:

6.5.1 mid-November

6.5.2 mid-March

6.5.3 Spring-Summer

## 7. Revision and Renewal of this Agreement

The parties agree that the term of this Agreement does not have an end date. Terms of the agreement can be reviewed and amended upon mutual consent and in accordance with the approved Referendum Question. Absent any discussion for change, this agreement continues to govern and automatically renews on the same terms for an additional 5 years after the last 5 year term ends.

This agreement is made effective this 6<sup>th</sup> day of May, 2021.

### **For the University:**

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Dr. Heidi Northwood, Senior Executive Officer, Brantford Campus

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Dr. Ivan Joseph, Vice President: Student Affairs

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Mr. Jason Coolman, Vice President: Advancement & External Relations

**For the Union:**

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Ms. Pegah Jamalof, President & CEO

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Mr. Andrew Dang, Chair of the Board & CGO

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Mr. Phil Champagne, Executive Director & COO