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POLICY ON HUMAN RESOURCES

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POLICY ON HUMAN RESOURCES

1. PURPOSE AND PREAMBLE

The purpose of this document is to establish clear policies and procedures related to hiring, employment, resignations, and terminations of staff of The Residence Society (ResSoc).

This document is designed to provide guidance to staff at ResSoc, to ensure the selection of the most suitable candidate for the position; suitability is solely based on a candidate's qualifications.

ResSoc is committed to fair, clearly stated and supportive relationships between the organization and its staff. The personnel policies of ResSoc have been established in order to provide a guide to the personnel practices of the ResSoc, ensure consistency of personnel decisions, and maintain equitable decision-making throughout the Society. It is the intention of ResSoc to administer the personnel programs in a manner which complies with the letter and spirit of all applicable regulations. This document is not a part of any contract between ResSoc and its staff.

2. INTENDED AUDIENCE

The intended audience for this document is staff, volunteers, and management of ResSoc. Wherever the term "staff" is used in this document, it shall be interpreted to mean all three of these groups unless expressly indicated otherwise.

3. RECRUITMENT AND HIRING

- 3.01. Unless otherwise specified in the Constitution or Bylaws, the President of ResSoc shall have the authority to make all hiring decisions and to delegate that authority where the President deems it wise to do so.
- 3.02. ResSoc shall endeavor to recruit, hire, and place applicants on the basis of the applicant's relative knowledge, skills, and abilities. The decision to employ an applicant will be based solely on the individual's qualification for the particular position along with other requisite job skills. Minimum qualifications shall be specified in the job description.
- 3.03. Notwithstanding section 3.02 of this policy, ResSoc shall, all else being equal, give preference to applicants who have not held the contested position in the past, as well as applicants in their first year of study at Queen's University. Accordingly, staff applying for the same position for a second or subsequent year may be held to a higher standard than a new applicant. The rehiring of individuals will consider their past work performance and be based on their ability to aid in the training of new employees, provide leadership to new employees, and their level of commitment to the service.

Commented [RR1]: Originally 4.02 was put here (which corresponds to compensation), so please read over to make sure that this portion makes sense.

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This is to ensure that we provide the maximum number of students, including first year students, with the opportunity to be employed by ResSoc.

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- 3.04. When a position is available, the Human Resources Officer will prepare a job announcement identifying the position's responsibilities and overall relationship to ResSoc for posting or circulation within ResSoc and for public notification. Posted positions shall be open for a minimum application period of five (5) business days, until the position is filled.
- 3.05. ResSoc shall act in full compliance with the Ontario Human Rights Code and the Charter of Rights and Freedoms and thus shall not discriminate between applicants on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, religion, and disability (e.g., physical, cognitive, speech, auditory, visual, etc.).
- 3.06. ResSoc shall seek to attract student applicants who possess the attributes necessary for them to perform their work to a high standard of competence and efficiency. It shall seek to recruit and hire undergraduate and graduate students from all member faculties and offer opportunities to as many different students as possible, without compromising the general welfare of its operations (see section 4.03).
- 3.07. Part of the rationale behind awarding compensation to ResSoc staff is to help students finance their education. ResSoc shall strive to hire and appoint students who have demonstrated discernible progress towards the attainment of their degree and are in good academic standing. Good academic standing is defined as maintaining a minimum 60% average (2.0 GPA) during their position with ResSoc.

I. Eligibility Criteria:

For a student to be eligible for a ResSoc position, the student must be enrolled as a student at Queen's University and have paid the Society fee. The student should have lived in residence for at least one year. Additionally, every staff member (both hired and elected) must supply, at their own expense, a Police Criminal Background Check with Vulnerable Sector Clearance by the first official day of their employment. Acceptable reports include those that were produced no longer than three (3) months prior to the individual's starting date with ResSoc and are entirely clear of offences. These requirements must be satisfied over the duration of the individual's tenure of the position. Students working during the summer months must return to study at Queen's University in the ensuing academic year.

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- 3.08. All prospective staff shall be or intend to become ResSoc members unless otherwise specifically authorized by the General Assembly. Students on exchange programs or at the International Study Centre are eligible.

- 3.09. Generally, no student shall hold more than one residence staff position concurrently within the Residence Society or residence system. However, in extenuating circumstances, and as the Constitution and Bylaws provide, a person may hold more than one staff position concurrently only for a brief period of time and with the approval of the President (in the case of an interim position).
- 3.010. All positions shall be fully described in a detailed standard-format job description, which shall detail specific duties, expectations, skill requirements, and workload, and which shall be provided to each staff member prior to their accepting employment with ResSoc.
- 3.011. Applicants shall certify, on the application form, their eligibility for the position according to section 4.08 and 4.09 of this policy and their authorization for ResSoc to verify all information.
- 3.012. Each application package shall, at a minimum, contain the following:
- I. A statement that ResSoc is an equal opportunity employer that does not discriminate on the grounds of race, sex, ethnicity, religion, etc.
 - II. Applicant Eligibility Information
 - III. A statement that hiring will be done in accordance with the ResSoc Human Resources Policy
 - IV. Brief job descriptions and location of where additional information may be obtained
 - V. Applicable remuneration information
 - VI. Requested supporting materials (e.g., cover letter, proposal) accompanied by a statement that all supporting materials will be considered in the selection process; there shall be an additional statement that supporting materials not specifically asked for in the application package (e.g. photos) shall not be considered in the selection process.
 - VII. A list of suggested relevant ResSoc contacts for applicants
 - VIII. Due date, time, and place for submission of application
 - IX. Information on interview posting, including dates when interviews will be held, location of interview (in-person or online), and availability of childcare (if applicable).
 - X. A statement that an incomplete application package submitted for a ResSoc position constitutes a basis for rejection of the applicant.
- 3.13. During interviews, all applicants shall be asked the same set of core questions, as approved by the Human Resources Officer. At the conclusion of the core set of questions, the hiring committee may ask follow-up questions designed to elicit a

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clearer response, eliminate confusion, or address a particular area of concern or uncertainty that may have arisen. Follow-up questions can differ for each applicant. To preserve fairness, interviewers should be mindful of the number of follow-up questions they ask an applicant. Upon completion of the interview, panelists are asked to inform the interviewee not to discuss the contents of their interview with other external applicants in addition to preserve fairness.

- 3.14. Each member of the interview panel present during the interview shall keep written notes while the interview is taking place. Written notes and evaluations help preserve integrity in the hiring process and are necessary for reference should an applicant subsequently seek feedback.
- 3.15. A student who has been terminated from or has otherwise resigned from a Residence Society position for disciplinary reasons, shall not be eligible for employment within the Residence Society until the conclusion of the academic semester following the semester in which their employment/appointment ended. Please refer to Section 10 of this policy.

4. COMPENSATION

- 4.01. Staff of ResSoc will receive a salary negotiated at the time of recruitment. The Society shall strive to offer paid and volunteer opportunities to students, without compromising the general welfare of its operations.
- 4.02. At the time of hire, new staff shall receive a letter or email of hire, and within two weeks, a job description, salary details, and a copy of the personnel policies. The magnitude of the work assignments and the full scope of responsibility for the position will also be fully discussed at time of hire.
- 4.03. All staff with the same job description shall be paid the same compensation unless otherwise determined by the General Assembly. Further, no staff member shall be granted monetary bonuses or penalties which would have the effect of increasing or decreasing, directly or indirectly, his or her compensation other than those paid to recipients of annual awards established by the General Assembly.
- 4.04. Notwithstanding section 5.03, ResSoc shall be authorized to grant hiring incentives, also known as sign-on bonuses, in especially important and/or competitive hiring situations where the Human Resources Officer deems that such a payment is warranted.
- 4.05. Section 5.03 shall in no way restrict the authority of ResSoc to adjust compensation for periods of unpaid leave, suspensions, resignations, or terminations.

4.06. It shall be the general policy of ResSoc that those positions involving greater levels of responsibility and/or workloads shall be compensated for completing additional work. The amount of compensation shall be determined in accordance with the Constitution of the Residence Society Article 8.

4.07. The remuneration schedule is determined as per Bylaw 7.4.

5. STAFF EXPECTATIONS

5.01. The nature of employment with ResSoc is such that regard is not given to any specific number of working hours. This aspect of employment gives rise to the need for flexibility on behalf of ResSoc and its staff. While a specific number of hours of work per week is not required, staff are expected to carry out the objectives of their positions and their job descriptions throughout the year.

5.02. Given the community-based nature of ResSoc, all live-in staff are expected to spend a significant amount of their time outside of class in residence. Specifically, staff are expected to spend as much time in residence as a typical engaged, diligent student resident spends in residence as determined by the Human Resources Officer.

5.03. During the first term, responsibilities extend from the first day of training to twenty-four (24) hours after the last scheduled exam in December. The second term begins on the first Sunday before classes in January and extends to twenty-four (24) hours after the last scheduled exam in April. This includes all long weekends and reading weeks. During these times, live-in staff shall not be absent from residence for a continuous period of more than one week, or for more than a total of ten days per semester, without specific authorization from the Human Resources Officer (or the President in the case of an absent executive.) Approved absences greater than one week shall be unpaid in all cases except where they involve:

- I. Medical conditions, including childbirth, requiring absence from residence.
- II. Death or serious illness in the immediate family (mother, father, sister, brother, spouse/partner, children, in-laws, grandparent, and grandchildren).
- III. Civic obligations such as jury or military duty or running as a candidate for a public office.
- IV. Organ or bone marrow donation.
- V. Religious activities that require absence from residence for an extended period (the Human Resources Officer reserves the right to require a letter from a religious official substantiating a staff member's claim).

- 5.04. Deductions for unpaid leave shall be calculated on a pro-rata basis by dividing the whole number of days of leave by the total number of days comprised by the session outlined in 6.03.
- 5.05. Staff shall under no circumstances be required to disclose the details of any medical condition or disease to ResSoc.
- 5.06. Unauthorized absences contrary to this policy may result in dismissal.

6. HARASSMENT POLICY

- 6.01. It is ResSoc's belief that its staff are the primary means by which the goals and objectives of the Residence Society will be met. To that end, the rights of all staff must be respected. All staff must read, understand, and abide by the Residence Society's Harassment Policy and Queen's University Harassment and Discrimination Prevention Policy.
- 6.02. By definition, harassment is any unwanted attention or action prohibited by law by someone in the workplace that creates an intimidating, hostile, or offensive work environment, including sexual harassment.
- 6.03. The procedure for reporting and dealing with this very sensitive issue is as follows:
 - I. If an individual's behavior makes a staff member uncomfortable, the staff member should feel free to immediately advise the individual that the behavior is inappropriate, and that the staff member would like it to be stopped.
 - II. If the staff member is not comfortable discussing the issue with the individual, or if the individual fails to respect a staff member's request, the staff member should report the incident to their supervisor. If, for whatever reason, the staff member does not feel that the supervisor is a suitable person to whom to report the incident, the staff member should contact the Human Resources Officer, their direct supervisor, the ResSoc president, or if appropriate, the University Human Rights Office.
- 6.04. In all instances, a prompt, thorough, and fair investigation will take place, giving careful consideration to protect the rights and dignity of all people involved. ResSoc will take those steps it feels necessary to resolve the problem, which may include verbal or written reprimand, suspension, relocation, or dismissal.
- 6.05. In cases of harassment, the Human Resources Officer may take or authorize such actions as they deem wise and expedient given the circumstances to protect the interests of residents, staff, and ResSoc. These actions may include, but are not limited to, relocation, suspension, or referral to an outside agency or office.

- 6.06. No retaliation or penalization of any kind will occur because a staff member has in good faith reported an incident of suspected harassment. The supervisor, or other person to whom the complaint was made to, will work to establish mutually agreed upon safeguards against retaliation while attempting to mediate any harassment complaint.

7. SUBSTANCE MISUSE

- 7.01. Staff needing help with a substance use problem are encouraged to contact their supervisor, a Queen's crisis counselor, or a treatment facility.
- 7.02. Early recognition and treatment are critical to curb misuse and to enhance the staff member's ability to perform satisfactorily. ResSoc finds that both it and the staff member will benefit greatly from early substance misuse recognition and treatment.
- 7.03. In cases of substance misuse disorder, the Human Resources Officer may take or authorize such actions as they deem wise and expedient to assist the staff member, including suspending any of the provisions of this Human Resources Policy.
- 7.04. No person will be penalized for seeking or accepting counseling or treatment for a substance use problem.
- 7.05. If you do not seek/accept counseling or treatment and it negatively effects your work, potential repercussions could be verbal/written warning, suspension, or dismissal. The process would follow through the ResSoc staff conduct policy.

8. PERFORMANCE REVIEWS

- 8.01. ResSoc is obligated to regularly review its performance to determine that value is being received for the finances it spends on its various activities, including the employment of staff. Regular reviews also allow ResSoc to learn about its strengths and weaknesses as an employer. Thus, it is the obligation of ResSoc to conduct regular performance reviews of its staff.
- 8.02. Each performance review should be a positive and interactive process whereby the individual being reviewed receives feedback about their work performance by meeting the responsibilities of their outlined job.

- 8.03. The purpose of having these evaluations is to provide feedback to staff on areas of improvement and to keep them on record for the incoming executive team to use for re-hiring of the employee.
- 8.04. Supervisors are expected to compile evaluations and conduct a face-to-face performance review of each staff member per semester.
- 8.05. The Human Resources Officer is responsible for designing and coordinating a Society-wide performance review process (to be executed by the President, Vice President of Residence Operations and Vice President of Society Operations) for all staff and ensuring that reviews are completed by mid-semester. The Executive Society-wide review process will be executed by the President. The President will be reviewed by the Vice President of Residence Operations and Vice President of Society Operations.

9. EMPLOYMENT REFERENCES

- 9.01. When ResSoc receives a request for information from another person or entity about a staff member, either during employment or after the staff member's employment has ended, it is ResSoc's policy to provide only the staff member's dates of employment and last job title.
- 9.02. In general, it shall be ResSoc's policy not to furnish any other information about work performance or employment, unless the staff member specifically directs it to do so in writing.
- 9.03. If a staff member does not authorize ResSoc to furnish any additional information other than that specified in 10.01, the ResSoc will advise the requesting person or entity that, absent specific written authorization, policy is to provide only the information set out in 9.01 above.

10. DISCIPLINE AND TERMINATION

- 10.01. ResSoc subscribes to a policy of progressive discipline. This means that prior to being terminated, staff generally will be given reasonable opportunity for the individual to improve their performance and demonstrate their continuing ability to hold their position(s).
- 10.02. The appropriate disciplinary response depends on the level of severity of a staff member's breach of duty and/or infraction. The Staff Conduct System is an internal tool that will be used confidentially to track staff performance. It will be used for internal staff purposes only and will be noted and retained on employees' staff file. Please note that the staff conduct system is only a guideline. It is the responsibility of the supervisor(s) to always inform the staff of any major or recurring infraction, as it is put into your file. Allotments and sanctions may change depending on circumstance and context at the discretion of the ResSoc Executive. In general:

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- I. A Level 1 violation would result in a written warning and a meeting with your direct supervisor.
- II. A Level 2 infraction could place you on probation and would require a meeting with the President and your direct supervisor, and you will be required to write and sign a Letter of Intent detailing how you plan to improve your performance.
- III. A Level 3 severity would be considered **a cause for termination**.

Furthermore, the conduct system is meant to be educational and as such, the conduct system is progressive. Recurring infractions move into the next category.

The ultimate authority for contract termination rests with the ResSoc President.

- 10.03. The following procedure should be used by supervisors to guide minor and intermediate discipline meetings:

Before the Meeting

- I. Arrange to meet with the staff member privately. Do not discipline a staff member in public or in front of other staff.
- II. Prepare for the meeting by reviewing your notes and files about both the specific incident or problem in question and any past discipline taken, either verbal or written.

During the Meeting

- I. Explain to the staff member why you've called the meeting if the staff member doesn't know already.
- II. State the specific problem in terms of actual performance and desired performance.
- III. Review ResSoc's discipline policy with the staff member and explain what steps have been taken already and what the next step is.
- IV. Give the staff member a chance to respond, explain and defend their actions.
- V. Acknowledge the staff member's account of the situation and be sure to include it in your notes of the discipline session.
- VI. Tell the staff member that you expect his or her behavior to change. Give specific examples and suggestions.
- VII. Indicate your confidence in the staff member's ability and focus on change of actions and/or behaviour rather than past error.
- VIII. Have the staff member repeat back to you or otherwise confirm that they understand the problem and is clear on what changes are expected.
- IX. Explain to the staff member that you will write a memo summarizing the session as documentation.
- X. Reassure the staff member that you value their work and that you want to work with the staff member to make sure that they can continue in their position.

After the Meeting

- I. Use the notes from the session to write a memo or other documentation that summarizes the conversation.
 - II. If a written warning has been issued, be sure to give the staff member the opportunity to sign any documentation for the file.
 - III. Give the staff member a copy of the document no later than the end of the day following the conversation.
 - IV. Monitor the staff member's behavior and performance to make sure that the problem has been corrected.
- 10.4. After a discipline session, supervisors should document the meeting based on their notes. Use these guidelines to ensure that documentation is complete.

Verbal Warning - Ensure that all verbal warnings are documented in writing. They are a building block to more formal warnings in the future. All documentation should include:

- I. The staff member's name
- II. The date of the verbal warning
- III. The specific offense or rule violation
- IV. A specific statement of the expected performance
- V. Any explanation given by the staff member or other information that is significant.

Written Warning - A written warning is more serious than a verbal warning and represents a progression in the progressive discipline process. In documenting a written warning, include:

- I. The staff member's name
- II. The date of the conversation
- III. The specific offense or rule violation
- IV. Any references to previous conversations and verbal warnings about the problem
- V. A specific statement of the expected performance
- VI. Any explanation given by the staff member or other information that is significant
- VII. A statement indicating your confidence in the staff member's ability to perform properly in the future

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VIII. The staff member's signature – if the staff member refuses, include a note on the signature line indicating your attempt to get the staff member to sign and their refusal to do so

- 10.5. Appeals of dismissal are determined by the Society Bylaws and Constitution. For example, House Presidents may appeal dismissal decisions to the Executive Board after which there is no further appeal. Upon dismissal, all staff must be informed of their right to appeal and the method by which to carry out their right should they choose to do so.
- 10.6. Any staff member of ResSoc may resign by submitting a letter of resignation to the President, at least ten (10) academic days prior to the effective date of the resignation. ResSoc may at any time, and at its [ResSoc] sole discretion, waive the ten-day notice requirement.
- 10.7. Wherever the term “inappropriate conduct” is used in the Constitution or Bylaws, it shall be defined as including, but not limited to, misbehavior on the job, refusal to do work reasonably as expected, wrongful use of or taking of ResSoc property, or violation of any policies or practices of ResSoc, the Alma Mater Society, or Queen's University.
- 10.8. Wherever the term “neglect of duty” is used in the Constitution or Bylaws, it shall be defined as the failure of a staff member to meet performance standards, to complete tasks in a timely and/or competent manner, or to maintain an adequate attendance record at all meetings.
- 10.9. At the discretion of the President, any staff member facing dismissal for unsatisfactory performance may be given the option to resign as described in section 11.06 of this policy.
- 10.10. Actions that can lead to dismissal of an employee include, but are not limited to, violations of the Residence Society Constitution or Ethics Policy, violations of the Queen's University Code of Conduct, theft, vandalism, trespassing, fraud, harassment, assault, negligence, and other actions that compromise the integrity or image of the Residence Society.

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11. GRIEVANCES

- 11.01. The purpose of the staff member grievance procedure is to provide a means for staff to resolve their workplace concerns with management. All staff of ResSoc may file a grievance under this section.

- 11.02. A grievance shall be defined as an alleged misapplication of ResSoc's Human Resources policies. This procedure represents intent to offer a dispute resolution mechanism to the staff of ResSoc. It does not represent a legal right, condition, or provision in contract.
- 11.03. To qualify for processing under this section, a grievance must be filed no later than fifteen (15) calendar days after the date on which the aggrieved condition commenced.
- 11.04. Step One - Any staff member may present a grievance to their immediate supervisor for discussion.
- I. The supervisor shall have two (2) regular working days in which to respond to the relief requested.
 - II. Should the supervisor fail to respond within this time limit, or if the staff member finds the response unsatisfactory, or if the staff member feels uncomfortable bringing the matter directly to their supervisor, the grievance may be reduced to writing, clearly specifying the policy allegedly misapplied, and the relief requested.
 - III. The written grievance should be submitted to the Human Resources Officer within two (2) working days from the time the first step answer was due or was given.
 - IV. The Human Resources Officer should respond in writing within five (5) business days of receipt and if the Human Resources Officer fails to respond within this time, or if the staff member finds the response unsatisfactory, the staff member may proceed to Step Two. However, if an unexpected circumstance does arise, staff must inform their supervisor and Human Resources Officer on this information.
- 11.05. Step Two - The staff member may submit a grievance to the President and to their respective supervisor if Step One has not resolved the issue.
- I. Upon receipt of a written grievance, the President will inform the Executive Board of the grievance.
 - II. The President shall convene a meeting wherein statements shall be taken from the appealing staff member and the staff member's immediate supervisor, as applicable, either separately or jointly at the discretion of the President. The President may also request statements from other staff.

The President may refuse to grant the staff member's request for grievance when the issues involved are minor in nature or involve evaluations or judgments by management unless they appear to be contrary to policy, malicious, or vindictive.

- III. The President shall have fifteen (15) regular business days in which to respond to the staff member in writing concerning the relief requested.
- IV. If the President fails to respond within this time limit, the staff member may petition the Chair of the Constitutional Affairs and Ethics Committee pursuant to Section 8 of the Committee's charter. Failure on the part of the staff member to petition the Chair of the Constitutional Affairs and Ethics Committee within

twenty (20) days of the result of Step Two shall result in the grievance being waived.

- 11.06. Step Three - The Chair of the Constitutional Affairs and Ethics Committee shall convene a hearing pursuant to the adjudication procedure in the Committee's charter. Section 8.08.01 of the charter shall not apply to grievances arising from the Human Resources Policy. Instead, the Committee shall be free to order any remedy it feels does justice to this policy and the Constitution and Bylaws of the Society.

12. RECORD RETENTION AND STAFF MEMBER ACCESS TO EMPLOYMENT RECORDS

- 12.01. All written evaluations of candidates, their applications, and accompanying documentation (e.g., proposals) shall be kept on file in the ResSoc office for a period of at least five years following the hiring period.
- 12.02. Any documents which have been used or which are intended for use in determining a staff member's qualifications for employment, or discharge or other disciplinary action, shall be accessible for review by current or former staff. The term 'staff' shall be defined as incoming or current core executive team. Staff will adhere to confidentiality guidelines when handling documents containing employee information.
- 12.03. Certain documents are not subject to staff member access. They are:
- I. Letters of Reference
 - II. Test documents
 - III. Information about another person
 - IV. Records involving a judicial proceeding
 - V. Investigatory or security records
 - VI. Materials used for management planning
- 12.04. A staff member who would like to inspect their personnel records must make a written request to the Human Resources Officer. The Human Resources Officer will schedule an appointment for the staff member to access the records, generally within seven (7) days of the request.
- 12.05. A staff member who is involved in a current grievance can designate, in writing, a representative to inspect the staff member's personnel records which may have bearing on the resolution of the grievance.
- 12.06. The records must be viewed in the presence of the Human Resources Officer and may not be removed from the premises.
- 12.07. Staff may have single photocopies of any documents inspected. The involved individual may also have a copy of the documents which pertain to their own information (e.g., access to conduct history and findings regarding their own conduct incident).

- 12.08. To correct or remove information from the record, there must be a mutual agreement to do so between the staff member and the Human Resources Officer.
- 12.09. A staff member may attach an explanatory statement to any disputed document in the file whilst their respective supervisor will be made aware of such situation.

13. TRANSITION

13.01. General

- I. All executives shall be required to submit Phase 1 of their transition manual to their immediate supervisor by a specified date as outlined in their employment contract.
- II. All executives shall be required to review and update the relevant operations manual and participate in a formal exit interview conduct by the President and Human Resources Officer. This process shall be known as Phase 2.
- III. The transition manuals shall be reviewed by both the employee's supervisor and, where appropriate, a second supervisor.

13.02. Content

I. Transition Phase 1: Introduction and Hiring

The transition manual shall include:

- a. Full job description and all responsibilities within the portfolio ad
- b. Policies or documents that the successor should become familiar with during their transition period and should know by the time they begin on May 1
- c. Explanation of internal or external committees they are on, if applicable
- d. A timeline of the transition period
- e. A list of contact names, individuals, and key relationships with whom hold positions of relevance to the position or who were helpful
- f. Problem areas or emerging challenges
- g. Relevant information regarding the hiring process

II. Transition Phase 2: Operations.

Phase 2 shall consist of two parts, an Operations Manual and an Exit Interview.

Operations Manual:

- a. A timeline of essential tasks, programming, and events, and when they should be completed.
- b. Ongoing projects/initiatives that require follow-up or continuation
- c. Budget and strategic planning documents including, but not limited to, information and materials relating to the audit
- d. Copies of pertinent documents
- e. Detailed operational instructions on completing daily/weekly/monthly

Responsibilities Exit Interview:

- a. The Exit Interview shall be conducted by the President and Human Resources Officer and shall seek to evaluate the employment and identify areas of growth for the subsequent year.
- b. Outgoing executives will be required to meet with the incoming executive of their assigned position to provide them instructions and overview of the job description and tasks that are completed throughout the year.

13.03. Confidentiality

Transition manuals for each individual position shall be considered confidential documents until the incoming employee has officially been hired (and ratified where appropriate). Once the employee has been officially hired, they shall have access to all transition manuals from previous years.

13.04. Monitoring

- I. The relevant supervisor shall be responsible for monitoring and ensuring compliance of outgoing employees with regards to transition responsibilities. For purpose of clarity, transition responsibilities shall be in two parts:
 - a. Transition Phase 1: Introduction and Hiring
 - b. Transition Phase 2: Operations and Exit Interview
- II. The Human Resources Officer shall be responsible for tracking submission of transition manuals and coordinating remuneration with the Residence Society's President.

14. ENFORCEMENT

- 14.01. The Human Resources Officer shall be responsible for the enforcement of this policy.

15. COMING INTO FORCE

- 15.01. This policy shall become effective when approved by the General Assembly or on the 1st day of May in 2013, whichever is earlier.

16. ACCOMMODATION POLICY

- 16.01. Organizational Philosophy

- I. ResSoc is committed to creating an inclusive and respectful workplace that values the dignity, individual differences, and needs of its employees and volunteers while fostering a supportive, equitable, and accessible environment.
- II. ResSoc will comply with all legislation regarding accommodations, up to the point of undue hardship, as stated in the Ontario Human Rights Code.
- III. ResSoc actively strives to establish a workplace where employees feel comfortable in disclosing information and seeking assistance.
- IV. ResSoc commits itself to a confidential and timely accommodation process, while embracing flexibility in the administration of accommodation policies and procedures to explore varying solutions to situations.

16.02. Employer Philosophy

- I. ResSoc shall assume responsibility for initiating the planning process for accommodations once the need has been communicated and any relevant documentation from health professionals has been provided.
- II. The Human Resources Officer and the employee shall find and participate in implementing a solution that enables the employee to perform their job.
- III. ResSoc is responsible for altering or redefining the job duties of the employee to allow the individual to perform all essential duties of the position. This must be agreed upon by the employee.
- IV. Depending on the accommodation sought, relevant ResSoc Executive members will discuss solutions to meet an employee's accommodation. If the accommodation requires an expenditure, an amount will be proposed and reviewed on a case-by-case basis.
- V. Once an accommodation plan has been implemented, ResSoc shall review it periodically with the employee to evaluate its effectiveness in meeting the needs of the employee.
- VI. If the accommodation requires an expenditure of over \$500, the Executive Board of Directors or Executive Team will be informed of its purpose.
- VII. ResSoc shall not disclose details of the accommodation process to anyone without written consent of the employee, with the exception of the President, the Human Resources Officer, legal counsel and the relevant member(s) of the ResSoc Executive if necessary.

16.03. Employee Philosophy

- I. The employee is responsible for notifying the Human Resources Officer of the need for their accommodation.

- II. The employee must present and disclose any relevant documentation from health professionals that outlines specific limitations if necessary and the requested accommodation.
- III. The employee has a responsibility to communicate with the Human Resources Officer to work collaboratively and develop an effective accommodation plan that allows the employee to perform their job requirements and essential duties.
- IV. The employee is responsible for notifying the Human Resources Officer if the accommodation in place is not adequately meeting their needs. They will then work with the Human Resources Officer to review and adjust the accommodation plan as necessary.

APPENDIX A

Summary of Constitution and Bylaw Hiring and Dismissal Guidelines:

Position	Hired by	Reports to	Initial Authority to Terminate	Reasons	Appeal to	Further Appeal
President	Elected – All students	General Assembly	General Assembly (by 2/3 vote)	Any	General Assembly	NO
Vice President of Residence Operations and Vice President of Society Operations	Elected – All students	President	CAEC on recommendation of the President or General Assembly	Any	General Assembly	NO
Chief Financial Officer and Human Resources Officer	President and Vice Presidents (Vice President of Residence Operations and Vice President of Society Operations)	President	President	Neglect of duty or inappropriate conduct. Reaches the maximum number of points on the staff conduct list.	CAEC	CAEC

Programs and Marketing Officer	President and VPs (Vice President of Residence Operations and Vice President of Society Operations)	President	President	Neglect of duty or inappropriate conduct. Neglect of duty or inappropriate conduct. Reaches the maximum number of points on the staff conduct list.	CAEC	CAEC
House President	President and VPs (Vice President of Residence Operations and Vice President of Society Operations)	Vice President of Residence Operations or Vice President of Society Operations	President - on recommendation of the Vice President of Residence Operations or Vice President of Society Operations	Cause	Executive Board	NO
Floor Representative	Self-nomination	House President	Executive Board (by 2/3 vote)	Cause	General Assembly	NO
Executive Interns	Direct Supervisor and Human Resources Officer	Direct Supervisor	President	Cause	Executive Board	NO
Any non-elected staff	Various	Various	President	Cause	Executive Board	NO
Speaker	General Assembly (nominated by President)	General Assembly	General Assembly (by 2/3 vote)	Any	None	NO
Chief Electoral Officer	Exiting Official	Constitutional Affairs and Ethics Committee	Constitutional Affairs and Ethics Committee	Any	General Assembly	NO
Chief Returning Officer	General Assembly	Chief Electoral Officer	Chief Electoral Officer	Breach of Bylaws; incompetence; neglected duty	CAEC	NO
Deputy Electoral and Returning Officers	Chief Electoral and Returning Officers	Chief Electoral and Returning Officers	Chief Electoral and Returning Officers	Any	CAEC	NO

