

Hiring Policy

QUEEN'S
COMMERCE
SOCIETY





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COMMITTEE AND EXECUTIVE

1.1 Guiding Principle

Any member of the Society in good academic standing as determined by the School of Business may submit themselves as a candidate for any elected positions. With the exception of Society Executive roles and Senators, members on exchange or otherwise not on campus during any portion of the full academic year in which they hold office may run in tandem with students who will be off-campus in the opposite semester

1.1.1 ComSoc 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, color, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, religion, gender identity, socioeconomic status, and physical ability.

1.1.2 All applicants have the right to be accommodated so that they the same opportunities as everyone else, short of undue hardship.

1.1.3 ComSoc shall seek to offer opportunities to as many different Commerce students as possible while not compromising the general welfare or integrity of its operations. ComSoc values individual differences, respects individual needs, and supports accessibility, diversity, and fairness in its treatment of all students and volunteers.

1.1.4 ComSoc shall strive to maintain a positive, inclusive, and safe working environment. All matters expressed in confidence shall remain in confidence indefinitely.

1.2 Eligibility of Applications

1.2.1 Requirements for Chair, Co-Chair or Equivalent

1.2.1.1 The chair, co-chair, or equivalent of any and all Society organizations must have at least second year standing during the year in which they chair the committee.

1.2.1.2 The chair of the committee must have university-level extra-curricular experience: In the case of an existing committee, preference will be given to applicants with at least one year experience in the existing committee, unless there is an external applicant with specific, relevant experience that makes them more qualified for the role than the applicant from within the committee. The judgment of this experience will be at the discretion of the outgoing Co-Chairs and/or incoming Commissioner.

1.2.1.3 Individuals hired into a Commissioner role may not chair any committee in their respective commission. Members of the society may not hold the positions of Ombudsperson or Advisory Board Chair while chairing another committee.



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1.2.1.4 Members of the society must be on campus for the full year and have a minimum third year standing to be eligible for the positions of Ombudsperson or Academics Officer.

1.2.2 Any Queen's student is eligible to apply for, and be appointed to, any position offered by the Society if he/she meets all of the following criteria:

- The student is enrolled in the Commerce program, as corroborated by the Commerce office, the exception being an Engineering student applying to CEEC, QCBT or QECA, committees jointly ratified under EngSoc or an AMS member applying to DECA which is ratified under AMS;
- The student has completed all application materials and requirements as dictated by the 'hiring team';
- The student has not held the position previously, unless that position is a general committee member;
- The student has not chaired the executive previously;
- The student has not already accepted two positions during the Frosh Rep hiring period and the desired position is a Frosh Representative position (Policy on Frosh Representative Limited Position Acceptance);
- The student, should they accept the position, would not be holding more than three positions within the Society. This includes, but is not limited to: all internal and external committee positions, all year executive positions, and seats on Assembly; this excludes volunteer and frosh leader positions as well as memberships of Industry Association committees;
- If the student is enrolled in a faculty other than Business, hiring outside of the Commerce program for the particular position has been approved by the Human Resources Officer and Vice President Student Affairs.
- If no Commerce student applies for a position, the position may be reopened at which point non-commerce students can apply once they have been approved the Human Resources Officer and Vice President Student Affairs.

1.2.3 One position may be shared by two students if one or both of the position-holders will be going on Exchange (individuals will hold the position for the period in which he/she is physically present at the School of Business).

1.2.4 Hiring committees have the ability to restrict students from applying to positions based on specific experiences. Any restriction must be approved by the HRO in consultation with the applicable executive member. Hiring committees have the ability to recommend specific experience on the position descriptions.



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1.2.5 The hiring team may accept applications from those considered ineligible by the above criteria if they wish, provided that they have the approval of the Human Resources Officer and applicable Society Vice President.

1.3 Recruitment

When applications for an appointed position are available, the hiring team (subsections 1.5.1 and 1.5.2) must adequately advertise the position availability for at least seven (7) days prior to the application deadline. All interview sign-up schedules shall be available at least 48 hours prior to the start of interviews.

1.4 Application Process

1.4.1 An application form must be available for a minimum of seven (7) days before the application is due and every effort should be made to advertise on all possible media outlets. If a hiring team wishes to extend or shorten the deadline of its application, it must inform the Human Resources Officer of the new deadline and the reason for its extension. The applicable Society Vice President has the right to accept or reject all deadline extension proposals.

1.4.2 If a hiring team extends its application deadline, it must contact any individuals who have already submitted their application and inform them of their right to re-submit their application according to the new deadline.

1.4.3 The information disclosed within the applications and interviews are not to be discussed with anyone outside of the Hiring Team, the Human Resource Officer, Human Resources Coordinators, Audit Team Members, Advisory Board Chair, the applicable Commissioner, the Vice President Student Affairs, and the President. Should a breach of confidentiality occur, all members of the Hiring Team can be put through the Discipline Committee, as outlined in Discipline Policy for a breach of Society policy.

1.4.4 Should the hiring team require GPA information from the applicant, it must receive permission from the Society's Academics Commissioner and inform them of the purpose for acquiring academic information.

1.4.5 The academic information disclosed on an event application must be encrypted in a secured data file, accessible to only one relevant member of the hiring team and the Society's Academics Commissioner. Should a breach of confidentiality occur, all members of the Hiring Team can be put through the Discipline Committee, as outlined in the Discipline Policy for a breach of Society policy

1.4.6 Hiring teams requiring sensitive academic information for internal and external



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events must disclose on the event application itself the committee members that have access to the application information and the purpose of obtaining the relevant information.

1.4.7 The hiring team is accountable for the positions that they post on the Commerce Society website. (I.e. co-chairs cannot create a new position after interviewing that was not originally posted, or hire more executive members to a specific position than they originally posted.)

1.4.8 After interviewing, if co-chairs feel like a position needs to be changed, or an extra executive member needs to be hired, it must be approved by both the HRO and VPSA.

1.5 Interview Process

1.5.1 The hiring team of a non-high risk committee and non-dually ratified committee shall have a minimum of:

- Two Society position-holders
- All relevant parties with decision making power to the position (e.g. minimum of one of outgoing position-holder, Co-Chair, Commissioner, etc.)
- One member of the hiring team present at all interviews

1.5.2 A high-risk committee shall have at all times:

- Three Society position-holders
- One ComSoc representative, the select group of representatives is outlined in 2.0.1
- All relevant parties with decision making power to the position (e.g. minimum of one of outgoing position-holder, Co-Chair, Commissioner, etc.)
- One member of the hiring team present at all interviews

1.5.3 A high-risk committee is defined as any committee on probation, trial year, or whose mandate is centralized around social activities (e.g. All Year Social, Exchange Transfer Committee, Board Meeting, and Boss).

1.5.4 The hiring team of Chair/Co-Chair of the Commerce Executive on Orientation (CEO) will consist of the President, outgoing CEO Chair(s), Executive Director of the Commerce Program, the AMS Campus Activities Commissioner, and any other individual(s) invited by the President.

1.5.5 The hiring team of the Commerce Executive on Orientation will consist of a panel interview including the President, Advisory Board Chair, Outgoing Chair(s) of the CEO, and the incoming Chair(s) of the CEO. If President or Advisory Board Chair is unable to attend the



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interviews, they may appoint a member of Advisory Board, or either Student Vice President to sit in on their behalf.

1.5.6 If the affected hiring team is experiencing difficulty meeting the requirements set out in subsection 1.5.1, it may contact the Human Resources Officer and appropriate Society Vice President for assistance and/or to override a particular requirement. The Guiding Principles outlined in section 1 will not, however, be compromised.

1.5.7 A maximum of 50% of the hiring team (rounded up) may use a laptop during interviews, strictly for taking notes and reading out interview questions. If a ComSoc representative is present they reserve the right to limit further laptop usage at their discretion.

1.5.8 If an applicant is unable to attend an interview during the hiring team's proposed interview schedule, the hiring team may decide whether or not to allow the applicant an alternate interview time at its discretion.

1.5.9 During the hiring process, a member of the hiring team has the option to recommend applicants to other committees, who may also interview them at their discretion.

1.5.10 All questions posed throughout an interview must be relevant to an available position on the interviewing committee. Every candidate for a specific position must be asked the same core set of questions. Questions must be approved by the appropriate Commissioner and the Human Resources Team. Co-chair(s) must submit a rubric of varying levels/grades of responses along with the questions. Both the questions and the sample answers must be submitted a minimum of two weeks prior to interviews beginning, in order for the Human Resources Team to have sufficient time to review the questions and answers. Should the committee deviate from these questions without permission, the HRO has the discretion to reverse any hiring decisions made. Should the need for technical questions arise the committee can request approval for the right to vary the question from a shortlist.

1.6 Selection

1.6.1 Selection of any candidate shall be made on the basis of all application materials. Only individuals that were present during interviews shall be able to speak on the merits of all candidates. Input on applicants shall be taken from all members of the hiring team.

1.6.2 The head of the hiring team will lead the selection process and will have final say on all applicants, except in the case of internal co-chairs, which will be hired pursuant to section



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1.6.3 He/she will also be held accountable to Assembly for the actions of the hiring team. The heads of the hiring teams shall be:

- The Vice President Operations will be the head of the hiring team for the CFO, CTMO, CMO, CPRO, HRO, Business Administrator, Special Events Officer, and Outreach Officer.
- The Vice President Student Affairs will be the head of the hiring team for all Commissioners, and CRO.
- The President will be the head of the hiring team for the ESRO, Speaker, Academics Officer, and Diversity & Inclusion Officer.
- The Vice President Operations will be the head of the hiring team for the business portfolio
- The Chair(s) will be the head(s) of the hiring team for their executive member positions
- The Ombudsperson hiring team shall consist of the outgoing Ombudsperson, the Chair of the Advisory Board and both the outgoing and incoming President.

1.6.3 The outgoing chair(s) and respective incoming commissioner(s) for each internal committee must reach a unanimous consensus with respect to the incoming chair(s) of the committee. If a consensus cannot be reached, the final decision will be made by the Vice-President Student Affairs after a meeting with both sides in which each party will have the opportunity to present their opinion.

1.6.4 The outgoing chair(s) and Vice President of Student Affairs or and Advisory Board Member for each external committee must reach a unanimous consensus with respect to the incoming chair(s) of the committee. If a consensus cannot be reached, the final decision will be made by the Vice-President Student Affairs.

1.6.5 The outgoing officer (s) or equivalent and respective incoming officer(s) for each committee that falls under the Vice President Operations must reach a unanimous consensus with respect to the incoming chair(s) or equivalent of the committee. If a consensus cannot be reached, the final decision will be made by the President after a meeting with both sides in which each party will have the opportunity to present their opinion.

1.6.6 If the direct superior is unable to be the member of the hiring team, the Human Resources Officer will determine the head of the hiring team.

1.6.7 Collusion between co-chairs of different committees on hiring decisions is strictly prohibited. The candidate should have a fair decision between extracurricular opportunities.



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1.7 Notification of Applicants

1.7.1 All applicants, both successful and unsuccessful, shall be notified of the hiring team's selection decisions within 48 hours of the last interview via private e-mail or phone. An individual has 48 hours to confirm their acceptance of a position once notified. All acceptances and rejections must be first attempted to be contacted in the same manner.

1.7.2 The Vice President Student Affairs must be notified of a Co-Chair hiring decision before the candidates are notified. Approval of the successful candidate and the selection process used must be attained from the applicable Vice President and Human Resource Officer prior to notifying the successful applicant to ensure that Hiring Policy has been adhered to.

1.7.3 If an applicant requests written feedback, it must be provided within 72 hours. Feedback templates can be received from the HRO.

1.8 Breach of Hiring Policy

1.8.1 If any article within this Hiring Policy is breached, the applicable hiring decision made by the Hiring Team is immediately referred to the Human Resources Officer, who will decide alongside the Advisory Board Chair and Vice President of Student Affairs to determine if the infraction has been verified and if so, if it is a minor or major offense to determine the appropriate remedy.

1.8.2 Should the Human Resources Officer, Advisory Board Chair and Vice President of Student Affairs deem the breach of hiring policy a minor offense, during the next round of hirings, ComSoc representatives will be present at all interviews.

1.8.3 Should the Human Resources Officer, Advisory Board Chair and Vice President of Student Affairs deem the breach of hiring policy a major offense, an audit of the entire executive will occur. For all the positions that did not hire the most qualified applicant, the position will reopen. During the rehiring process a ComSoc representative will be present and the hiring decision(s) will be made with the Human Resources Officer, Advisory Board Chair, Vice President of Student Affairs, and ComSoc representative.

1.8.4 Should the Human Resources Officer, Advisory Board Chair and Vice President of Student Affairs deem the breach of hiring policy a violation of the student code of conduct, the co-chair(s) will be effectively be removed and face the Discipline Committee.

1.8.5 The Hiring Team may appeal a voided hiring decision resulting from a breach of hiring policy by bringing forth a motion to the Society Discipline Committee, which must act in accordance with Part 3 of the Society Discipline Policy. The Discipline Committee has the



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ability to (1) reverse the voided hiring decision, or (2) let the voided hiring decision stand, and to prescribe a future course of action to the Hiring Team.

1.9 Role of the Human Resources Officer (HRO)

1.9.1 If a hiring team wishes to carry out steps that are contrary to, or not explained by, Society Hiring Policy, it must seek approval from the Human Resource Officer, who is authorized to accept or reject all proposals.

1.9.2 Should the Human Resource Officer wish to apply for any internal or external committee or conference position, whereby the Human Resource Officer would typically be involved in the hiring process, he/she must notify the Society President and Deputy Human Resource Officer (if one exists at that time) of his/her intent to apply prior to the commencement of the applicable hiring period. The Human Resource Officer must then hand-over all decision making power related to the position desired and any positions that oversee the desired position to the Deputy Human Resource Officer or the Society President (if no Deputy Human Resource Officer exists at that time).

1.10 Hiring Audits

1.10.1 The Commerce Society will conduct hiring audits of each committee. This audit only applies to committees that are not considered high risk or are not dually ratified.

1.10.2 There will be two hiring audit cycles: regular executive hiring and frosh hiring.

1.10.2.1 As the majority of hiring occurs in March, the Hiring Audit Committee will audit the committees that are up for review during the May and June and present issues to the Hiring Decision Makers. For the committees that do not hire during the March Hiring Period, if they are up for review, their audit will happen immediately following the end of their hiring period and all issues will be presented to the Decision Markers. 20% of individuals within the committee will be reviewed, rounded up. Committees will be audited on a minimum of a three-year rotation Refer to 1.8.1 for escalation process.

1.10.2.2 After the frosh hiring results have been released, the Hiring Audit Committee will review all of the hiring decisions. 50% of the frosh representatives will be audited, rounded up.

1.10.3 For every individual that received the position that was audited, an individual that did not receive that position is audited to ensure that they were less qualified.



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1.10.4 The Hiring Audit Committee will review the interview notes and compare the delegates answers to the marking scheme created by the co-chair(s) to ensure that their schemes were followed.

1.10.5 The Hiring Audit Committee consists of:

- Audit Committee
- Human Resources Officer
- Human Resources Coordinator



FROSH REPRESENTATIVES

2.1 Guidelines

The Frosh Representative Limited Position Acceptance Policy states that during the Frosh Representative hiring period, a first-year student may apply for any number of positions, but may only accept a maximum of two (2) positions, with a choice of two (2) of the following: one (1) internal Society position, one (1) external Society position and one (1) Society business position.

2.2 Procedure

2.2.1 Within twenty-four hours after the completion of all Frosh Representative hiring interviews, all hiring teams are permitted to inform their successful and unsuccessful applicant(s) of their selection decisions;

2.2.2 Upon informing a successful applicant of its selection decision, a hiring team must:

- Remind the individual that he/she is limited to accepting two positions with a choice of one internal, one external, or one business position during the Frosh Representative hiring period;
- Confirm that the applicant has not already accepted an internal, external or business position that would prohibit the acceptance of the position offered during the Frosh Representative hiring period;
- Inform the applicant of his/her right to withhold his/her decision until he/she has received results from all of the positions he applied to;

2.2.3 If an applicant chooses to exercise this right, the affected hiring team(s) must hold the position(s) for the applicant until 48 hours after the applicant has received notice of all of his/her results. If, after waiting, an applicant does not select a particular position, the affected hiring team is free to offer the position to the next most qualified applicant.



ADVISORY BOARD

3.1 Guidelines

Position hiring will take place during March (preferably coinciding with March Hiring). The Board must be comprised of a minimum of five (5) members (not including the Chair of the Board) and a maximum of six (6) members active on campus. Board members must be entering an upper year (i.e. year three or above) of the Commerce Program. The number of members hired will be determined according to these requirements.

3.2 Application Procedure

3.2.1 In March, and in coordination with timelines suggested by the Human Resources Officer, the Board will begin actively recruiting applicants for the Board if there are openings. The position description and application must be available on the Commerce portal seven (7) days prior to its due date.

3.3 Selection Procedure

3.3.1 Each applicant will present before a panel composed of the incoming Chair of the Board, the outgoing President, the Human Resources Officer, and two members of the outgoing Advisory Board (who must be the same members for all interviews).. The incoming Chair of the Board and the two members of the outgoing Advisory Board are the only voting members of the panel.

3.3.2 The applicant's presentation may include whatever the applicant feels appropriate; but it should at least address their interest in sitting on the Board, ideas and goals during their time on the Board, and thoughts on the strategic direction of the Society. This presentation is limited to five (5) minutes. PowerPoint is permitted. A detailed written proposal is also acceptable.

3.3.3 The panel will then ask any candidates questions specific to their presentation as well as a set of questions asked to all candidates.

3.3.4 Once all applicants have been assessed, the panel will select as many candidates as they feel are qualified, up to a maximum of six (6) Director positions on campus.

3.4 Chair Selection

3.4.1 Preference for the Chair position should be given to members who have already completed one (1) year on the Board.

3.4.2 The Chair of the Board shall be selected before the summer meeting of the Board, preferably during the March Hiring period of the current academic year. The incoming and outgoing Society Presidents, VPSA, and VPO, outgoing CFO, and outgoing Chair of the Board shall each hold one (1) vote in this election. In the event of a tie, the outgoing Chair of the Board shall cast the deciding votes.

3.5 Member Term



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3.5.1 The term of a member shall last from selection to a maximum period of two academic years, subject to the process of evaluation as outlined in section 3.6. During this time, the individual will remain a member until:

- a) the member chooses to resign; or
- b) the member is removed from the Board by a majority vote of the Board and the Society Executive.

3.5.2 Should a member be absent from Queen's for a faculty-sanctioned leave, the member shall be deemed "inactive". An inactive member of the Board may be able to extend his/her term for the length of time deemed "inactive" to a maximum of one (1) year, subject to approval by the Chair of the Board.

3.5.3 The Chair of the Board cannot hold the term for more than one (1) year.

3.5.4 One member of the Advisory Board shall be appointed Audit Director. They will be responsible for conducting the audits outlined in Section 4 of Monetary Policy

3.6 Director Assessment

At the end of the Fall and Winter semesters the Chair will evaluate each Director's performance.

- If performance is satisfactory no action is necessary
- If performance is unsatisfactory they will initiate a vote by the Board to dismiss them.
 - i. The Chair must provide a formal explanation to justify the decision
 - ii. A majority vote of the Board and the Society Executive is required for dismissal

3.7 Qualifications

3.7.1 An applicant must have a comprehensive working knowledge of the Society, and must be entering an upper year (i.e. at least third year) of the Commerce Program.

3.7.2 A preferred applicant may have:

- Previous experience leading activities run through the Society;
- Shown initiative and diligence in past projects; or
- Relevant experience, corporate or other, that Assembly deems material.



COMMITTEE AND EXECUTIVE TRANSITION

4.1 Transition Date

All Society position-holders shall have terms as described in part 11 of the Constitution.

4.2 Last Duties

The Executive, prior to the transition day of their successors, must ensure that their transition report is complete in accordance with part 11 of the Constitution. Every position-holder must meet at least once with their successor to answer any questions and summarize their most crucial advice. Such meetings shall be set at the discretion of the incoming and the outgoing members for each position.

4.3 Transition Reports

A transition report discussing major projects, challenges, and future objectives must be submitted by the outgoing Assembly member to the incoming Assembly member. The report must have a sufficient level of detail, as approved by the appropriate outgoing member of the Executive.



ROLE OF SOCIETY ASSEMBLY MEMBER

- 5.1** To ensure a fair and equal hiring interview process, while upholding Society policies and expectations.
- 5.2** Must provide written feedback to the President, the overseeing Vice President, and the Human Resources Officer to address any concerns during the interviewing process.
- 5.3** The right to address an unfair situation or question that breaches Society Policy in the way they feel is most appropriate, during the interview itself.
- 5.4** The right, but not the obligation, to provide content-based feedback on candidates, immediately after an interview.



ENGSOC JOINT COMMITTEE HIRING

6.1 Overview

Hiring for joint committees, as defined in subsection 1.4.3 of Society Composition Policy, which are jointly ratified under EngSoc, is overseen by the ComSoc's HRO and EngSoc's VPSD. Co-Chair (or equivalent) as well as executive hiring shall follow ComSoc Hiring Policy with the exceptions outlined in the following subsections.

6.2 Application Process

6.2.1 Applications will follow the template developed and approved by ComSoc's HRO and EngSoc's VPSD.

6.2.2 As outlined on the application, applications must be electronically sent to the hiring committee as well as EngSoc's VPSA. Applicants are also required to submit a hard copy of their application to the EngSoc Office in the Integrated Learning Centre (ILC).

6.3 Interview Process

6.3.1 The hiring committee will post interview slots through the ComSoc Interview Portal. Since Engineering students cannot log in to the Interview Portal, they will e-mail the hiring committee with their desired time and the hiring committee will close that slot online.

6.3.2 The hiring team shall at all times have:

- One Society Assembly member from either society
- All relevant parties with decision-making power as outlined in subsection 4.4
- Gender representation in the interview room
- One member of the hiring team present at all interviews

6.3.2.1 The panel for Co-Chair, Chair, or equivalent hiring shall consist of the outgoing position holder(s), EngSoc's VPSD, and a relevant ComSoc Assembly member (Commissioner, Vice President, or representative).

6.3.3 Applicants will be read a series of rights as developed and approved by ComSoc's HRO and EngSoc's VPSD.

6.4 Selection

Selection of executive members shall be conducted by the incoming Chair, Co-Chairs, or equivalent. Chair, Co-Chairs, or equivalent positions shall be selected by a consensus of the members outlined in subsection 4.3.2.1. If a consensus cannot be reached, decision-making power belongs with the outgoing position holder(s).

6.5 Post-Interview Process

6.5.1 Applicants do not have to be notified within 48 hours of the last interview.



ENG SOC JOINT COMMITTEE HIRING

6.5.2 Applicants may request written or verbal feedback from the hiring team. Written feedback must be provided within 72 hours of the request while verbal feedback will be arranged by the applicant and the hiring committee.



HIRING PROCESS

7.1 Process

In the unlikely event that there is a concern with a committee member's performance, every effort must be made by the Chair / Co-chair to correct the performance of the committee member through informal discussion and or re-training to ensure the committee member understands their role within the committee. If their performance does not improve within a reasonable period of time, the following process may be followed:

1. Chair/Co-Chair formally meets with committee member to discuss specific areas of improvement in member's performance within the capacity of the role. Reference to the original position description (role) must be made. Expectations for improvement must be clearly outlined with specific timeframes for the performance to improve. Minutes of this meeting will be recorded. If the performance issue has not been resolved within a reasonable period of time, proceed to Step 2.
2. Chair/Co-Chair meets with committee member a second time to discuss continued lack of improvement in member's performance within the capacity of the role. Reference to the original position description (role) must be made. Suggestions regarding improvement of committee member's performance may include but are not limited to a reduction in the scope of workload, or a re-allocation of partial workload, or a change in role. Co-chairs have the responsibility to support this member in their work and to take action to improve the situation from their end. Minutes must be recorded for later submission, if necessary. Continued corrective actions are clearly outlined to the committee member. If the poor performance does not improve within a reasonable period of time, proceed to Step 3.
3. Chair/Co-Chair and committee member will meet with HRO to discuss continued lack of improvement in member's performance within the capacity of the role. Each party (Chair/Co-Chair, committee member) is given the opportunity to present their perspectives. Minutes from previous meetings must be shared with the HRO. A member of Advisory Board must be present as an unbiased member to record minutes. HRO provides feedback and suggestions for improved relations – these will be in line with the suggestions listed above and include tangibles for both the committee member and the co-chairs. He/She must clearly outline the next steps of disciplinary action that will be taken should the situation not be resolved. If the performance issue is not resolved within the timelines outlined in Step 3, proceed to Step 4.
4. Committee member (along with the Chair / Co-chair) meets with President and HRO as a final review process. Minutes from Step 1-3 are consulted and committee member has final opportunity to discuss specific measures he/she will take to improve performance within the capacity of the role.
5. After reviewing all the facts and consulting with the Vice-President Student Affairs, HRO, Advisory Board, and the committee's Chair/Co-Chairs, the President will make a decision based on several options; such as i) re-training the member and/or repeating prior corrective action steps; or ii) releasing the member from participating on the ComSoc Committee.



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7.1.2 All of the above steps must occur in sequential order to appropriately justify any and all progressive disciplinary actions.

7.2 The HRO is responsible for overseeing the progressive corrective action process. Should there be a discrepancy in, or a misunderstanding of, the Policy, the HRO has interpretation power (in consultation with the President).

7.3 Chairs/Co-Chairs must adhere to the Corrective Action Policy when seeking to address a committee member's performance. Chairs/Co-Chairs that neglect to adhere to this policy will be held subject to the Society's Discipline Policy.