Table of Contents

Accessibility Policy – Customer Service Standard
Accident Investigation Standards & Procedures
Accident or Injury Reporting Procedure
Agenda Subcommittee of the Board Terms of Reference
AODA Checklist Procedure
Bilateral Work Stoppage for Dangerous Circumstances Policy
Cashout Policy
Chair of the CUSA Board Terms of Reference
CUSA Code of Ethical Conduct
Community Standards Policy
Concurrent Offices Policy
Conflict of Interest Policy for CUSA Employees
Contractor/Subcontractor Safety Policy
CUSA Board Attendance Policy
CUSA Board (of Directors) Terms of Reference
CUSA Board Rules of Procedure
CUSA Mandatory Training Policy
CUSA Privacy Policy
Custody of Administrative Privileges for IT Policy
Departmental Procedure Approval Policy
Dispute in Interpretation Policy
Early & Safe Return to Work & Modified Work Program Policy
Emergency Response Plan Policy
Ergonomic and Musculoskeletal Disorder Prevention Policy
Executive Director Policy
Executive Officer Accountability and Discipline Policy
Finance Approvals Policy

Finance & Governance Subcommittee of the Board Terms of Reference

The subcommittee will meet before each duly called CUSA Board meeting as outlined in the Board Legislative Calendar. The subcommittee can also meet on an ad-hoc basis as time sensitive matters arise.

Finance Policy

Financial Reporting Policy

First Aid Policy

Gap Analysis Policy

Hazard Reporting Policy & Procedures

Health & Safety Guidelines

Health & Safety Handbook Introduction Policy

Hiring Policy & Procedure

Housekeeping and Organizing Policy

Human Resources Subcommittee of the CUSA Board Terms of Reference

Hybrid Work Policy

Interim & Final Reports Policy

Investment Policy

Joint Health & Safety Committee Terms of Reference

Lock-Out/Tag-Out Policy

Ministry of Labour Visit Policy

Office Safety Policy

Orientation of New Employees Policy

Physical Demands Information Policy

Preventative Maintenance Policy

Process & Equipment Purchase and/or Modifications Policy

Procurement Policy

Professional Development Policy
Record Retention Policy
Purchasing Policy & Purchasing Administrative Regulations
Reserve Fund Policy
Safety Communication Systems Policy
Safety Policy Statement
Student Status & Sanction Check Procedure
Visitor Policy
Volunteer Progressive Discipline Policy
Whistleblower Policy
Work Refusal Conditions & Process Policy
Workplace Inspections & Audits Policy
Workplace Violence and Harassment Policy
Workplace Wellness
Accessibility Policy – Customer Service Standard

<table>
<thead>
<tr>
<th>Authority: Board</th>
<th>Date Ratified: March 22nd, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: March 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: January 2026</td>
</tr>
<tr>
<td>Review Committees: Human Resources Subcommittee of the Board</td>
<td>Delegates: CUSA Executive Director CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

Carleton University Students Association (CUSA) is committed to providing equal treatment to people with disabilities, with respect to the use and benefit of CUSA services and programs. CUSA does so in a manner that respects the independence, dignity, integration and equality of opportunity of people with disabilities.

Objective

The objective of this Policy is to provide guidelines for delivering CUSA services to people with disabilities, in compliance with requirements made under the **Accessibility for Ontarians with Disabilities Act, 2005**, and the requirements of the Accessibility Standards for Customer Service (Ontario Regulations 429/07).

Application

To ensure excellence in providing service to people with disabilities, CUSA is committed to addressing the following:

- **Assistive devices**
  
  CUSA will ensure all staff members, who deal with the public, are trained and familiar with various assistive devices that may be used by people with disabilities. Examples of Assistive devices include elevators, Teletypewriter (TTY) or TTY relay services.

- **Service & Personal Support animals**
  
  CUSA welcomes people with service and personal support animals, as long as they are visually identified as service or personal support animals. Service and personal support animals are allowed on the parts of our premises open to the public and at CUSA Conferences.
● **Support persons**

A person with a disability who is accompanied by a support person will be allowed to have that support person accompany them on our premises and on the premises of any off-site location. Should an individual with a disability require a support person to accompany them to an CUSA event, that one support person will not be charged the event fee.

● **Communications**

CUSA will communicate with people who have disabilities in ways that take into account their disability. We will endeavor to provide assistance and/or assistive devices to persons with disabilities, where possible, upon request.

● **Notice of service disruption**

In the event of a temporary disruption in the availability of facilities, services or goods used by persons with disabilities (e.g. temporary loss of elevator service), CUSA shall advise visitors of the reason for the disruption, the date(s) and anticipated duration of the disruption(s), and a description of alternative facilities or services, if any.

**Training**

All CUSA employees, who deal with the public, shall receive training on accessible customer service. Human Resources shall ensure training records are maintained, including dates when training is provided and the number of employees who received training, and that individual training records are entered into the employee’s file. Training will include:


● Sign-off by the employee to acknowledge that training was completed.

**Feedback**

The Contact us page on our website can be used to collect feedback about how services are delivered to people with disabilities. This information will be forwarded to Member Services, and responded to, documented and tracked. Feedback can also be collected by phone, by email (cusa@cusaonline.ca) and in person at

401 University Centre
1125 Colonel By Drive
Ottawa, ON K1S 5B6.

All feedback will be responded to within five (5) business days.

**Responsibilities**

CUSA’s Human Resources Department is responsible for reviewing this policy annually and recommending amendments to ensure ongoing compliance with regulated accessibility standards and legislated obligations.
Accident Investigation Standards & Procedures

**Authority:** CUSA Board  
**Date Ratified:** March 24th, 2022

**Previous Amendments:** N/A  
**Date Review:** January 2022

**Next Review Date:** January 2026

**Review Committees:**  
Joint Health & Safety Committee

**Delegates:**  
CUSA Executive Director  
CUSA Director of Human Resources

**Policy**
CUSA will conduct standard accident investigations to ensure a consistent evaluation of the accident's circumstances and to determine the main and underlying causes for the incident and to make recommendations for corrective action.

**Safety Policy Overview**
Accident investigations are the responsibility of management and the Joint Health and Safety Committee at their workplace. An accident investigation shall be conducted for all accidents. The level of detail for each investigation will vary with the severity of the accident (first aid treatment versus critical injury).

Depending on the type of injury, it will determine who must perform the accident investigation. This procedure will outline the objective for performing an investigation, types of accidents to be investigated and responsibilities involving employees, supervisors and managers.

Any person(s) who performs an accident investigation must be provided with suitable training and information.

**Goals of an Accident Investigation**
- Investigate all incidents with the potential of causing an injury or resulting in significant losses.
- Implement accident prevention procedures to ensure that proper corrective action is taken to prevent a recurrence of a similar accident/incident.
- Ensure follow-up of corrective measures.
Accidents to be Investigated

- All critical injuries as defined by the Occupational Health and Safety Act.
- Acute or chronic occupational illnesses.
- All medical aid injuries.
- All work stoppages involving one (1) or more employees (example: refusal of unsafe work, fire, etc.)
- All incidents with the potential for serious injury or loss.

Purpose of Accident Investigations

- Identify underlying/root causes.
- Meet legal compliance.
- Identify and document areas that require attention.
- Assist in improving/updating policies, procedures and training.
- Review findings and define action plans and recommendations to prevent further injury.

Roles and Responsibilities

Supervisor / Health & Safety certified employees

- Visit the scene immediately and record accurate information. Take pictures of the scene, draw diagrams and take notes. If a critical injury occurred, ensure the scene is not disturbed or equipment is not used until the Ministry of Labour has authorized that it is alright to do so.
- Interview all employees involved and any witnesses. Perform this as soon as possible to keep the accident information fresh in everyone's memory and perform each interview separately.
- Complete your investigation during the day that the injury or incident occurred.
- Complete the accident investigation form before the end of the day, if possible. Investigation of critical injuries must be submitted to the Ministry of Labour, in writing within forty eight (48) hours. Access Ministry office information on internet.
- Identify immediate and basic causes and make recommendations for corrective action.
- Forward copies of the investigation to the Ministry of Labour inspector (if critical injury) and the Joint Health and Safety Committee members.

Procedure for Accident Investigation

- Secure and manage the accident scene.
- Administer first aid or medical attention to the injured employee. Try not to disturb the accident scene while getting the injured employee help. Barricade the area and leave all equipment and material in place where they were found.
- Notify the appropriate people of the accident.
- **Non-critical injury**: supervisor and human resources.
- **Critical injury**: Ministry of Labour inspector, supervisor, joint health and safety committee certified member and human resources.

  - Investigate accident scene.
  - Take pictures.
  - Take notes and draw diagrams of the accident scene and places of objects and material.
  - Collect physical evidence (measurements, etc.).
  - Interview employees involved or witnesses who saw the accident.

Analyze the data, looking for reasons/causes of the accident and try to make suggestions or recommendations to protect employees from reoccurrence. When reviewing data, consider the following contributing factors involved in an accident:

  - People
  - Equipment
  - Material
  - Environment
  - Process

Write a final report using the information collected. The report should have the following components:

  - A description of the accident.
  - The consequences.
  - The causes (root and underlying).
  - Recommendation(s) for corrective action.
Accident or Injury Reporting Procedure

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 24, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td>Review Committees: Joint Health &amp; Safety Committee</td>
<td>Delegates: CUSA Executive Director, CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

Policy
CUSA shall maintain an incident and accident reporting system in order to promptly investigate occurrences in order to reduce or eliminate risks to its employees.

Safety Policy Overview
To comply with the legal requirements set out by the Ministry of Labour and to take every reasonable precaution to ensure the protection and safety of its employees, CUSA has endorsed an accident reporting procedure.

Health and safety is of prime concern to both management and staff. Accident reporting is the responsibility of supervisors. An accident report shall be conducted for all accidents (first aid treatment to critical injury).

The goal of an accident report is to give a detailed account of the accident and assist in the filing and the completion of the necessary documentation for the Ministry of Labour. A report should also be forwarded to the Joint Health and Safety Committee for them to review and analyze and make corrective recommendations to prevent future accidents or incidents.

Workplace Incident (First Aid Treatment Only)
- Administer first aid if required.
- Fill out a first aid log record and mark:
  - Date
  - Time
  - First aid administered
o Name of first aider
o Reason for accident

- Ask the employee to sign the forms. If they refuse, indicate this on the form in the employee's presence.
- Return the employee to work.
- Follow up with the employee on the next business day.
- Advise the employee that if they seek medical attention (see his/her doctor or go to the emergency room) they must report this to their immediate supervisor. The situation must now be treated as a workplace accident.

Follow-Up
Follow-up is completed by the reporting supervisor during the next work day that the injured employee works. The supervisor must inquire about the employee's condition and make a brief notation on the accident report.

These forms and reports are for the sole use of CUSA to monitor and review trends within the workplace. The trends will be reviewed and recommendations for corrective action will be devised by supervisors and the Joint Health and Safety Committee.

Workplace Accident Requiring Medical Treatment

- Administer first aid and/or transport the employee, if immediately necessary, to medical attention. The employer will arrange transportation for the employee to seek medical attention. Examples of suitable arrangements are: ambulance, taxi, manager/supervisor etc.
- If injuries permit, fill out an accident report with the employee. Be as specific as possible as to height, weight, distances, body position, location of accident scene, etc.
- Offer and encourage taking a taxi to the clinic or the emergency department.
- Ask the employee which facility they will be going to.
- Prepare the required paperwork; including an accident report and modified work declaration form.
- Offer modified work within the employee's restrictions upon their return from the treating facility. Review the functional abilities form with the employee to select appropriate tasks so as not to aggravate the employee's injury.

Follow-Up
The supervisor should enquire about the employee's condition to ensure their safety.
The Human Resources department will track and record the occurrences of workplace accidents and incidents. They will make this file available for the Joint Health and Safety Committee to review on a quarterly basis. The committee will review:

- The workplace accident file.
- Workplace inspection reports.
- Unsafe conditions reports.
- Work refusal situations.
- Formal recommendations reports and responses.

They will be looking for reoccurring themes and ways to assess and control them by making recommendations to decrease the occurrences of these situations.

**Workplace Accident (critical injury) Requiring Medical Aid**

- Follow emergency scene management techniques from first aid training.
- Administer required first aid.
- Send a co-worker to the telephone with specific details to relay all required information to the 911 dispatcher (injuries, exact location of accident, etc.) Ask the person making the call to come back to you with an estimated time of arrival for the ambulance and stay with the injured employee until help arrives.
- Immediately after the ambulance leaves, you are legally required to make the following two (2) telephone calls.
  - Ministry of Labour inspector.
  - An employee member of the Joint Health and Safety Committee (preferably the certified member).
- Do not alter the accident scene unless it is to save or relieve human suffering, or to prevent unnecessary damage to equipment or property.
- Within forty eight (48) hours of the accident, a certified committee member shall send a written report to the Ministry of Labour inspector and then complete the procedure for workplace accidents requiring medical aid as stated above.

**Critical Injury Defined**

For the purposes of the Occupational Health and Safety Act and Regulations for Industrial Establishments, “critically injured” means an injury of a serious nature that:

- Places life in jeopardy.
- Produced unconsciousness.
- Results in substantial loss of blood.
- Involves the fracture of a leg or arm, but not a finger or toe.
- Involves the amputation of a leg or arm, hand or foot, but not a finger or toe.
- Consists of burns to a major portion of the body.
- Causes the loss of sight in an eye.

Notice of Death or Injury
The employer immediately shall notify an inspector and the committee health and safety representative of the occurrence by telephone or other direct means of communication.

Preservation of Wreckage
Where a person is killed or critically injured at the workplace, no person shall interfere with, disturb, destroy, alter or carry away any wreckage, article or thing at the scene of, or connected with, the occurrence until permission to do so has been given by a Ministry of Labour inspector except for the purpose of:

- Saving a life or relieving human suffering.
- Maintaining an essential public utility service or a public transportation system.
- Preventing unnecessary damage to equipment or other property.
Agenda Subcommittee of the Board Terms of Reference

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Agenda Subcommittee of the Board Terms of Reference</th>
<th>DATE OF ENACTMENT</th>
<th>12 April 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAST AMENDED</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REFERENCE No.</td>
<td>D-03</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Directors</td>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

1. Objective

Responsible for review for completeness, and distribution of the CUSA Board meeting agenda.

2. Membership

The Committee shall be comprised of:
   a. Deputy Chair of the CUSA Board (Chair of this Subcommittee)
   b. CUSA Board Chair
   c. One (1) CUSA Board Directors
   d. Director of Student Student Development (non-voting resource)
   e. Executive Director (non-voting resource)
   f. President/CEO (non-voting resource)

Any voting member of the CUSA Board may attend any Agenda subcommittee meeting as a non-voting resource member.

3. Chairperson

The Chairperson of the subcommittee will be the Deputy Chairperson of the CUSA Board.

4. General Duties

The committee shall be responsible for the following:
   a. Reviewing the agenda and all supporting documents for completeness
   b. Ensure that any additional resources or special arrangements are available for the CUSA Board meetings
c. Ensure orderly intake and prioritization of agenda items from other subcommittees of the CUSA Board as well as any ad-hoc, disciplinary, or joint committees of the Board or any recommendations from CUSA Council or its sub-entities.

5. Meeting frequency

The subcommittee will meet before each duly called CUSA Board meeting as outlined in the Board Legislative Calendar. The subcommittee can also meet on an ad-hoc basis as time sensitive matters arise.
AODA Checklist Procedure

**Authority:** CUSA Board  
**Date Ratified:** March 24, 2022

**Previous Amendments:** N/A  
**Date Review:** March 2022

**Next Review Date:** January 2026

**Review Committees:**  
Human Resources Subcommittee of the Board

**Delegates:**  
CUSA Executive Director  
CUSA Director of Human Resources

AODA Checklists

- Word
- Excel
- PowerPoint
- PDF
- HTML

## Word Document

<table>
<thead>
<tr>
<th>ID</th>
<th>1. Master Requirements for all Documents</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Does the document file name not contain spaces and/or special characters?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Is the document file name concise, generally limited to 20-30 characters, and does it make the contents of the file clear?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Have the Document Properties for Title, Author, Subject (AKA Description), Keywords, Language been applied per AODA guidance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>1.4</td>
<td>Does the document utilize recommended fonts (i.e., Times New Roman, Verdana, Arial, Tahoma, Helvetica, or Calibri)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Have track changes been accepted or rejected and turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Have comments been removed and formatting marks been turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Does the document refrain from using flashing/flickering text and/or animated text?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.8</td>
<td>Is the document free of background images or watermarks?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.9</td>
<td>Do all images, grouped images, and nontext elements that convey information have meaningful alternative-text descriptions?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.10</td>
<td>Do complex images (i.e., charts and graphs) have descriptive text near the image (perhaps as a caption)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.11</td>
<td>Do all URLs contain descriptive hyperlinks (i.e., avoid generic phrases like “Click here” and, instead, use phrases that let users know about the content of the linked page prior to selecting it)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.12</td>
<td>Are all URLs linked to correct Web destinations?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.13</td>
<td>Are e-mail links accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.14</td>
<td>Has a separate accessible version of the document been provided when there is no other way to make the content accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.15</td>
<td>If there are tables, are blank cells avoided?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.16</td>
<td>Is all of the text easy to read in comparison to the background of the document (i.e., has a color-contrast ratio of 4.5:1)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>2. General Layout and Formatting Requirements</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>2.1</td>
<td>Has the document been formatted using Style elements (Heading 1, Heading 2) and/or Outline in a hierarchical manner (i.e. Heading 1 to Heading 2 to Body Text)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Are page numbering codes used as opposed to manually typed page numbers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>If footnotes are present, have they been created through Word Footnote linking?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>If color is used to emphasize the importance of selected text, is there an alternate method also used?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td>Is the list style being used as opposed to manually typed characters (e.g. Hyphens, numbers, or graphics)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td>Is the document free of text boxes? (If not, but the final format will be PDF or HTML, then text boxes are okay).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>If the document contains a Table of Contents (TOC), was it created using the TOC field (e.g., created using the TOC Command in MS Word)?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>3. Document Image Requirements</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Are multiple associated images on the same page (e.g., boxes in an organizational chart) grouped as one object?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>3.2 Have all multilayered objects been flattened into one image and does that image use one alternative text description for the image?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>3.3 Do images/graphics appear crisp and legible?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| ID | 4. Document Table Requirements | Yes (Pass) | No (Fail) | N/A |
| ID | 4.1 If the document has a tabular appearance, was the tabular structure made using the Insert Table option (as opposed to manual tabs and/or spaces)? |  |  |
| ID | 4.2 Do all tables have a logical reading order from left to right, top to bottom? |  |  |
| ID | 4.3 Do data tables have the entire first row designated as a ‘Header Row’ in table properties? |  |  |
| ID | 4.4 Is the table free of Merged Cells? (If not, but the final format will be PDF or HTML, then merged cells are okay). |  |  |
| ID | 4.5 Are all tables described and labeled (where appropriate)? Note: In some cases naming/numbering of tables may not be appropriate. For example, a small data table in a presentation may not need a reference. |  |  |
| ID | 4.6 In table properties, is “Allow row to break across pages” unchecked? |  |  |

**Excel Document**

<p>| ID | 1. Master Requirements for all Documents | Yes (Pass) | No (Fail) | N/A |
| ID | 1.1 Does the document file name not contain spaces and/or special characters? |  |  |</p>
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>Is the document file name concise, generally limited to 20-30 characters, and does it make the contents of the file clear?</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Have the Document Properties for Title, Author, Subject (AKA Description), Keywords, Language been applied per AODA guidance?</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Does the document utilize recommended fonts (i.e., Times New Roman, Verdana, Arial, Tahoma, Helvetica, or Calibri)?</td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Have track changes been accepted or rejected and turned off?</td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Have comments been removed and formatting marks been turned off?</td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Does the document refrain from using flashing/flickering text and/or animated text?</td>
<td></td>
</tr>
<tr>
<td>1.8</td>
<td>Is the document free of background images or watermarks?</td>
<td></td>
</tr>
<tr>
<td>1.9</td>
<td>Do all images, grouped images, and nontext elements that convey information have meaningful alternative-text descriptions?</td>
<td></td>
</tr>
<tr>
<td>1.10</td>
<td>Do complex images (i.e., charts and graphs) have descriptive text near the image (perhaps as a caption)?</td>
<td></td>
</tr>
<tr>
<td>1.11</td>
<td>Do all URLs contain descriptive hyperlinks (i.e., avoid generic phrases like “Click here” and, instead, use phrases that let users know about the content of the linked page prior to selecting it)?</td>
<td></td>
</tr>
<tr>
<td>1.12</td>
<td>Are all URLs linked to correct Web destinations?</td>
<td></td>
</tr>
<tr>
<td>1.13</td>
<td>Are e-mail links accessible?</td>
<td></td>
</tr>
<tr>
<td>1.14</td>
<td>Has a separate accessible version of the document been provided when there is no other way to make the content accessible?</td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>2. General Layout and Formatting Requirements</td>
<td>Yes (Pass)</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>2.1</td>
<td>Is the table free of merged cells? (If not, but the final format will be PDF or HTML, then merged cells are okay).</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Do the active worksheets have clear and concise names that allow users (and assistive technology) to identify the table’s source and content?</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Is each table prefixed (titled) with the table name and table number?</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Does the table header repeat at the top of the table as it goes from one page to another?</td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td>If color is used to emphasize important text, is there is an alternate, compliant method used as well?</td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td>Have all extraneous comments have been removed?</td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>Is the document free of text boxes? (If not, but the final format will be PDF or HTML, then text boxes are okay).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>3. Charts/Image Requirements</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
</table>
### 3.1 Are associated images on the same page, such as boxes in an organizational chart, grouped as one object?

### 3.2 Have all multilayered objects been flattened into one image?

### 3.3 Do all nontext elements that convey information, including images, have descriptive captions (alternative text does not currently work in Excel)?

### 3.4 Do all charts have titles, legends, and axis labels?

#### PowerPoint Document

<table>
<thead>
<tr>
<th>ID</th>
<th>1. Master Requirements for all Documents</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Does the document file name not contain spaces and/or special characters?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Is the document file name concise, generally limited to 20–30 characters, and does it make the contents of the file clear?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Have the Document Properties for Title, Author, Subject (AKA Description), Keywords, Language been applied per AODA guidance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Does the document utilize recommended fonts (i.e., Times New Roman, Verdana, Arial, Tahoma, Helvetica, or Calibri)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Have track changes been accepted or rejected and turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Have comments been removed and formatting marks been turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Does the document refrain from using flashing/flickering text and/or animated text?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>Requirement</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>1.8</td>
<td>Is the document free of background images or watermarks?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.9</td>
<td>Do all images, grouped images, and non-text elements that convey information have meaningful alternative-text descriptions?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.10</td>
<td>Do complex images (i.e., charts and graphs) have descriptive text near the image (perhaps as a caption)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.11</td>
<td>Do all URLs contain descriptive hyperlinks (i.e., avoid generic phrases like “Click here” and, instead, use phrases that let users know about the content of the linked page prior to selecting it</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.12</td>
<td>Are all URLs linked to correct Web destinations?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.13</td>
<td>Are e-mail links accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.14</td>
<td>Has a separate accessible version of the document been provided when there is no other way to make the content accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.15</td>
<td>If there are tables, are blank cells avoided?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.16</td>
<td>Is all of the text easy to read in comparison to the background of the document (i.e., has a color-contrast ratio of 4.5:1)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.17</td>
<td>Has the document been reviewed in Print Preview for a final visual check?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**2. General Layout and Formatting Requirements**

<table>
<thead>
<tr>
<th>ID</th>
<th>Question</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Can all slide text be viewed in the Outline View?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>2.2</td>
<td>Do all of the slides avoid using flickering/flashing text and/or animated text?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----</td>
<td>------</td>
<td>--------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3</td>
<td>Do all of the slides avoid using text boxes or graphics with text within them?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4</td>
<td>Is the list style being used as opposed to manually typed characters (e.g. Hyphens, numbers, or graphics)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5</td>
<td>If multimedia is present, did the multimedia pass the Multimedia Checklist?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.6</td>
<td>Is the presentation free of SmartArt?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>3.1</th>
<th>3. Document Images Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.2</td>
<td>Are multiple associated images on the same page (e.g., boxes in an organizational chart) grouped as one object?</td>
</tr>
<tr>
<td></td>
<td>3.3</td>
<td>Have all multilayered objects been flattened into one image and does that image use one alternative text description for the image?</td>
</tr>
<tr>
<td></td>
<td>3.4</td>
<td>Do images/graphics appear crisp and legible?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>4.1</th>
<th>4. Document Tables</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.2</td>
<td>If the document (or a section of the document) has a tabular appearance, is the tabular structure made using the table option (as opposed to manual tabs and/or spaces)?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do all tables have a logical reading order from left to right, top to bottom?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>4.3</td>
<td>Do data tables have the entire first row designated as a ‘Header Row’ in table properties?</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>Is the table free of merged cells?</td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>Are all tables described and labeled (where appropriate)? Note: In some cases naming/numbering of tables may not be appropriate. For example, a small data table in a presentation may not need a reference.</td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>In table properties, is “Allow row to break across pages” unchecked?</td>
<td></td>
</tr>
</tbody>
</table>

**PDF File**

<table>
<thead>
<tr>
<th>ID</th>
<th>1. Master Requirements for all Documents</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Does the document file name not contain spaces and/or special characters?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Is the document file name concise, generally limited to 20–30 characters, and does it make the contents of the file clear?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Have the Document Properties for Title, Author, Subject (AKA Description), Keywords, and Language been filled out?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Does the document utilize recommended fonts (i.e., Times New Roman, Verdana, Arial, Tahoma, Helvetica, or Calibri)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Have track changes been accepted or rejected and turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Have comments been removed and formatting marks been turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Does the document refrain from using flashing/flickering text and/or animated text?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>1.8</td>
<td>Do all URLs contain descriptive hyperlinks (i.e., avoid generic phrases like “Click here” and, instead, use phrases that let users know about the content of the linked page prior to selecting it)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>-----</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.9</td>
<td>Are all URLs linked to correct Web destinations?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.10</td>
<td>Are all internal links/TOC entries functioning correctly (if linked)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.11</td>
<td>Are links (including e-mail addresses) keyboard accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.12</td>
<td>Has a separate accessible version of the document been provided when there is no other way to make the content accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.13</td>
<td>Is the color contrast ratio between foreground text and background color at least 4.5:1?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.14</td>
<td>Has the document been reviewed in Print Preview for a final visual check?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>2. General Layout and Formatting Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Is the document free of scanned images of text?</td>
</tr>
<tr>
<td>2.2</td>
<td>Have bookmarks been included in all PDFs that are more than 9 pages long? And, if bookmarks are present, are they logical?</td>
</tr>
<tr>
<td>2.3</td>
<td>Are decorative images marked as background/artifact?</td>
</tr>
<tr>
<td>2.4</td>
<td>Have all scanned signatures been removed from the PDF?</td>
</tr>
<tr>
<td>ID</td>
<td><strong>3. Accessibility Tagging and Reading Order</strong></td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>2.5</td>
<td>If there is an automated accessibility checker in the program used to create the PDF, has that been run and does it pass?</td>
</tr>
<tr>
<td>2.6</td>
<td>Is the document free of layout tables?</td>
</tr>
<tr>
<td>2.7</td>
<td>Do images/graphics appear crisp and legible?</td>
</tr>
<tr>
<td>2.8</td>
<td>If a table of contents (TOC) is present, are the page numbers correct, and, if linked, does the TOC function correctly?</td>
</tr>
<tr>
<td>3.1</td>
<td>Have PDF tags been added to the document?</td>
</tr>
<tr>
<td>3.2</td>
<td>Does the order of the PDF Tags match that of the order that the content should be read in?</td>
</tr>
<tr>
<td>3.3</td>
<td>Has the PDF been formatted using Style elements (i.e., the title of the document as Heading 1, the first-order heading as Heading 2, etc.)?</td>
</tr>
<tr>
<td>3.4</td>
<td>Are heading styles organized in a hierarchal and logical fashion, with consecutive headings (i.e., no missing heading levels).</td>
</tr>
<tr>
<td>3.5</td>
<td>If nonstandard/custom tags are used, have they been mapped correctly in the Document Roles dialogue box and verified as working via assistive technology testing: (e.g., JAWS, Window Eyes, NVDA, and Dragon)?</td>
</tr>
<tr>
<td>3.6</td>
<td>Have documents with multicolumn text, tables, or call-out boxes been checked for correct reading order?</td>
</tr>
<tr>
<td>3.7</td>
<td>Are any footnotes or references tagged with standard Note and Reference tags and placed in the proper logical reading order?</td>
</tr>
<tr>
<td>ID</td>
<td>4. Document Images Requirement</td>
</tr>
<tr>
<td>----</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>4.1</td>
<td>Is the document free of background images or watermarks?</td>
</tr>
<tr>
<td>4.2</td>
<td>Are multiple associated images on the same page (e.g., boxes in an organizational chart) grouped as one object?</td>
</tr>
<tr>
<td>4.3</td>
<td>Have all multilayered objects been flattened into one image and does that image use one alternative text description for the image?</td>
</tr>
<tr>
<td>4.4</td>
<td>Do all images, grouped images, and nontext elements that convey information have meaningful alternative-text descriptions?</td>
</tr>
<tr>
<td>4.5</td>
<td>Do complex images (i.e., charts and graphs) have descriptive text near the image (perhaps as a caption)?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>5. Lists and PDF Tables</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Have lists been tagged completely, making use of all four of the following tags: L, Li, Lbl, and LBody tags?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>If the document has a tabular appearance, was that tabular structure made using the table option (as opposed to manual tabs and/or spaces)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>Are blank cells avoided?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Do all tables have a logical reading order from left to right, top to bottom?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>Do all data tables in the document have Row and/or Column headers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>6. Form Fields</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>6.1</td>
<td>Do all form fields have correct labels and markups:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Form fields must have a visual text label next to the form tag and there must be a tool tip.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is the value attribute used on buttons?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is the label element not being used on hidden input fields (e.g., input type =&quot;hidden&quot;)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Are all form fields keyboard accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.3</td>
<td>Are all multiple-choice answers keyboard accessible and grouped together as form-field sets?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
29

The value attribute needs to match the text next to the answer.
Make sure the name attribute is the same.

HTML File
Checkpoint

Criteria

1.1

Do images that convey contextual content have equivalent alternative text
specified in the alt attribute of the img element?

1.2

Do images that are purely decorative, and not contextual, have empty, or
null, alternative text specified, e.g. alt=""?

1.3

Does the alternate text convey contextual relevance to the page it is on?

1.4

Do images that convey complex content have longdesc attributes or
equivalent text content available elsewhere on the page?

1.5

Does text content contained in images disappear when images are not
available, i.e. is there text contained in the images?

1.6

Do image map area elements have the link destination correctly titled? If
the title attribute is used, it ought not to duplicate the alt text.

1.7

Do form non-text controls, e.g. input type image, provide a text alternative
that identifies the purpose of the non-text control?

1.8

Do noframes elements have appropriate equivalent or alternative content
for user agents that do not support frames?

2.1

Is a full text transcript provided for all prerecorded audio?

Yes
(Pass)

No
(Fail)

N/A


<table>
<thead>
<tr>
<th>Checkpoint</th>
<th>Criteria</th>
<th>Yes (Pass)</th>
<th>No (Fail)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2</td>
<td>Is a full text transcript provided for all prerecorded video?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Are open or closed captions provided for all synchronized video?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Is fully synchronized text alternative or sound track provided for all video interaction that is not otherwise described?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Is information conveyed by color also conveyed by context, markup, graphic coding, or other means?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Does a contrast ratio of at least 4.5:1 exist between text, and images of text, and background behind the text?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Is a correct contrast ratio maintained when images are not available?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Is a correct contrast ratio maintained when CSS is disabled?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Are links distinguished from surrounding text with sufficient color contrast and is additional differentiation provided when the link receives focus, e.g. it becomes underlined?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>With CSS disabled, is color and font information rendered in the browser's default CSS?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>With CSS disabled, are headings, paragraphs, and lists obvious and sensible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>With CSS disabled, does the order of the page content make sense as read?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checkpoint</td>
<td>Criteria</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>4.4</td>
<td>With CSS disabled, is most text, other than logos and banners, rendered in text rather than images?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>With CSS disabled, does any content that was invisible before stay invisible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>With CSS disabled, is any content or functionality provided by the CSS through mouse action also provided through keyboard-triggered event handlers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>When tables are used for layout, does the content linearize properly when layout tables are turned off?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Are links in server-side image maps repeated elsewhere in the page that are non-graphical, e.g. a normal list of links?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1</td>
<td>Are client-side image maps used instead of server-side image maps?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Do client-side image maps have appropriate alternative text for the image, as well as each hot spot region?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1</td>
<td>For tables containing data, do th elements appropriately define every row and/or every column headers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2</td>
<td>For tables containing data, do th elements contain the scope attribute for row and/or column headers that are not logically placed, e.g. in the first row and first column as applicable?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3</td>
<td>For tables containing data, is the summary attribute used to explain the meaning of the table if it is not otherwise evident from context?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.4</td>
<td>For tables that are used for layout, are th elements or summary, headers, scope, abbr, or axis attributes NOT used at all?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checkpoint</td>
<td>Criteria</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>8.1</td>
<td>For complex tables, do <strong>th</strong> elements appropriately define row and/or column headers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.2</td>
<td>For complex tables, does each <strong>th</strong> element contain an <strong>id</strong> attribute unique to the page and/or does each <strong>th</strong> element and any <strong>td</strong> element that acts as a header for other elements contain a <strong>scope</strong> attribute of <strong>row</strong>, <strong>col</strong>, <strong>rowgroup</strong>, or <strong>colgroup</strong>?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.3</td>
<td>For complex tables, does any <strong>td</strong> element that is associated with more than one <strong>th</strong> element contain a <strong>headers</strong> attribute that lists the <strong>id</strong> attribute for all headers associated with that cell?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.4</td>
<td>Are the <strong>summary</strong> attribute and <strong>thead</strong> and <strong>tbody</strong> elements used to clarify the table meaning and structure if needed?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.1</td>
<td>Does each <strong>frame</strong> and <strong>iframe</strong> element have a meaningful title attribute?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.2</td>
<td>Does the page have equivalent content in a <strong>noframes</strong> element for user agents that do not support frames?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.1</td>
<td>Does any page element NOT flicker at an unhealthy rate, e.g. less than three flashes per second?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.2</td>
<td>Does any page NOT contain the <strong>marquee</strong> and <strong>blink</strong> elements?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.3</td>
<td>Does a document have a text-only version? If so, does it meet all Section AODA criteria?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.4</td>
<td>Does the text-only version contain the same exact information as the original document?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.5</td>
<td>Does the text-only version provide the functionality equivalent to that of the original document?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checkpoint</td>
<td>Criteria</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>11.4</td>
<td>Is an alternative provided for components, e.g. plug-ins &amp; scripts, which are not directly accessible?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.1</td>
<td>Is any content or functionality provided by JavaScript through mouse action also provided through keyboard-triggered event handlers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.2</td>
<td>Are link-type behaviors created with JavaScript on ONLY focusable elements?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.3</td>
<td>If content or functionality provided by JavaScript can not be provided to assistive technology, is equivalent content or functionality provided without JavaScript?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.1</td>
<td>Are links provided to any special readers or plug-ins that are required to interpret page content?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.2</td>
<td>Do special readers or plug-ins comply with the requirements?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.1</td>
<td>Does each appropriate <strong>input</strong> element or form control have an associated and visible <strong>label</strong> element or <strong>title</strong> attribute?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.2</td>
<td>Are all cues for filling out the form available to users of assistive technology, e.g. mandatory fields, help boxes, error messages?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.3</td>
<td>Is the tab order to reach the form and the tab order between form elements logical and consistent with the normal and visual order of entering form data?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.4</td>
<td>Are logically-related groups of form elements identified with appropriate <strong>fieldset</strong> and <strong>legend</strong> elements?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.5</td>
<td>Is placeholder text, if used, NOT redundant or distracting to users of assistive technology?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checkpoint</td>
<td>Criteria</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>14.6</td>
<td>Do form error messages identify the error(s) to the user and describe them to the user in text?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.1</td>
<td>If repetitive navigation links are at the beginning of the source of the HTML page, can a user navigate via a link, the “skip link”, at the top of each page directly to the main content area?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.2</td>
<td>If a “skip link” is provided, does the anchor element contain text content that is visible with CSS disabled?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.3</td>
<td>If a “skip link” is provided and it is hidden with CSS, is it available to users of assistive technology, e.g. not using the display:none method?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.4</td>
<td>Can a user navigate over groups of links, between multiple groups of links, and between sections of the page content by means of section headings or visible and audible local links?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.5</td>
<td>Are heading elements used to convey logical hierarchy and denote the beginning of each section of content?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.1</td>
<td>Is enough time provided to allow users to read and interact with content?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.2</td>
<td>Is the functionality of the content predictable, i.e. will a user experience contextual changes when unbeknownst to them?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.3</td>
<td>Does the user have control over the timing of content changes?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.4</td>
<td>If a page or application has a time limit, is the user given options to turn off, adjust, or extend that time limit?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.5</td>
<td>Can automatically moving, blinking, or scrolling content that lasts longer than 3 seconds be paused, stopped, or hidden by the user?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checkpoint</td>
<td>Criteria</td>
<td>Yes (Pass)</td>
<td>No (Fail)</td>
<td>N/A</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-----</td>
</tr>
<tr>
<td>16.6</td>
<td>Can automatically updating content be paused, stopped, or hidden by the user or the user can manually control the timing of the updates, e.g. automatically redirecting or refreshing a page, a news ticker, AJAX updated field, a notification alert, etcetera?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.7</td>
<td>Can interruptions be postponed or suppressed by the user, e.g. alerts, page updates, etcetera?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.8</td>
<td>If an authentication session expires, can the user re-authenticate and continue the activity without losing any data from the current page?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Bilateral Work Stoppage for Dangerous Circumstances Policy

**Authority:** CUSA Board  
**Date Ratified:** March 24, 2022

**Previous Amendments:** N/A  
**Date Review:** January 2022

**Next Review Date:** January 2026

**Review Committees:**  
Joint Health & Safety Committee

**Delegates:**  
CUSA Executive Director  
CUSA Director of Human Resources

**Policy**  
CUSA has implemented a bilateral work stoppage standard for dangerous circumstances to comply with all applicable legal requirements and take every reasonable precaution to ensure the protection and safety of their employees. It is the responsibility of each and every employee to do their part in keeping themselves and their co-workers safe.

**Safety Policy Overview**  
It is the responsibility of the Joint Health and Safety Committee, along with that of management, to contribute and promote an effective health and safety environment and attitude in the workplace. If a dangerous circumstance arises, as outlined in the Occupational Health and Safety Act, the following procedure shall be followed with regards to a bilateral work stoppage for dangerous circumstances.

- An employee notices a dangerous circumstance. They will complete an unsafe working condition report to their Joint Health and Safety Committee member and supervisor/manager.
- Once a report has been received, a bilateral work stoppage process begins when a certified member advises a supervisor that a dangerous circumstance exists and requests that a supervisor investigate the matter. The supervisor must do so promptly in the presence of the certified member.
- The certified member may believe that dangerous circumstances continue to exist, in spite of any action taken by the supervisor following his/her investigation.
- The first certified member might request that the second certified member representing the other workplace party investigate the matter. That second certified member must investigate the matter promptly in the presence of the first certified member.
- If both certified members agree that dangerous circumstances exist, they may direct the employer to stop the work that is causing the problem. The employer must immediately
comply with the direction of the certified members. If the certified members cannot reach an agreement with regards to a dangerous circumstance existing, a Ministry of Labour inspector may be called in to investigate and make a decision on the case of a dangerous circumstance existing or not.

- When all corrective action has been taken by the employer to correct the problem(s) and no further dangerous circumstances exist, either the certified members or an inspector may cancel the stop work direction.
Bilateral Work Stoppage Process

Unsafe Working Condition Reported
Completed form handed to JHSC member and/or supervisor.

Investigation
Dangerous circumstances exist

Agreement

Disagreement

Situation Resolved

Stop Work Direction Issued
Both certified members and by a MOL inspector.

Corrective Action Taken
The employer may request the stop work order be taken off.

Situation Resolved

Investigation by Inspector
Either certified member may request an inspector to investigate and make a ruling and provide to the certified member in writing the decision.

Stop Work Order Cancelled
by either certified members or by a MOL inspector.

Resume Work
Cashout Policy

Policy name: Cash-Out Policy
Originating Department: Administration Office
Approval/Authority: Executives/General Manager
Date of Original Policy: April 2019
Last Updated: June 2019
Mandatory Revision Date: N/A
Contacts: General Manager or Finance Manager

Policy:
Effective May 1st, 2020 there will be no cash-out of banked hours, vacation and sick leave. All earned vacation and banked hours over the maximum allowance (18.01) will need to be used as time off within 18 months of entitlement (18.01). Sick leave will still be accumulated but not cashed until the cessation of employment (22.04).

Purpose:
The purpose of this policy is to help counterbalance some of the effects of the expected reduction in revenue caused by the new provincial legislation (Student Choice Initiative) in which some CUSA services will now be considered non-essential.

Scope:
This policy applies to all full-time and part-time CUSA employees.

Procedure:
Employees will be notified by email on a semi-annual basis as to how much time they have accumulated and will have to email their supervisor within a reasonable time to schedule time off before the following fiscal year end (April 30th). No reasonable request will be denied.

Related Policies: N/A
Chair of the CUSA Board Terms of Reference

**Authority:** CUSA Board  
**Date Ratified:** March 27, 2022

**Previous Amendments:** N/A  
**Date Review:** March 2022

||
| Review Committees: |
| CUSA Board |

| Delegates: |
| Chair of the Board  
CUSA Board |

**Next Review Date:** May 2024

1) **Objective**
   a) These Chair of the CUSA Board Terms of Reference outline the mandate and primary responsibilities of the Chair of the CUSA Board

2) **Mandate**
   a) Represent the interests of the Carleton University Students’ Association (CUSA) and the undergraduate student body of Carleton University;
   b) Provide opportunities for the CUSA Board and larger Carleton University community to provide strategic direction for the organization; and
   c) Ensure proper procedure and procedural fairness are adhered to in the running of Board meetings and in the execution of other duties.

3) **Primary Responsibilities**
   a) Act as Chairperson of the CUSA Board and Human Resources Subcommittee of the Board.
   b) Work with the Governance Subcommittee of the Board to inform all Board members of agenda items and relevant documents to be reviewed in advance
   c) Ensure all appropriate Board members and advisors are informed of meetings in a manner in compliance with CUSA ByLaw.
   d) Provide guidance to the Executive Assistant as the Record Keeper of note for both CUSA Board Meetings and the Human Resources Subcommittee of the Board.
   e) Provide leadership and strategic direction to CUSA Board operations and procedure while allowing the Board to determine the strategic direction of CUSA while also maintaining fair process when issues are hotly debated.
   f) Collaborated with the Speaker of Council, President/CEO, and Vice President Finance / Secretary-Treasurer on matters related to non-profit governance.
g) Attend CUSA Council meetings where issues pertaining to non-profit management or other board responsibilities are being discussed.

h) Fulfill any roles as outlined in policy, such as the Conflict of Interest Policy, Executive Accountability & Discipline Policy, or any other that may be drafted.
CUSA Code of Ethical Conduct

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments:</td>
<td>Date Review: March 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: January 2026</td>
</tr>
</tbody>
</table>

Review Committees: Human Resources Subcommittee of the Board
Delegates:
- CUSA Board
- CUSA Council
- CUSA Executive Director
- CUSA President/CEO
- CUSA Director of Human Resources

Foreword

Carleton University Students Association (CUSA) Code of Ethical Conduct (The Code) consolidates CUSA's ethics, core values and professional conduct that guide our work on a daily basis. It also includes guidelines concerning conflicts of interest and sexual exploitation and abuse in a student-environment context and possible resolution when such situations arise.

CUSA is equally committed to providing a work environment in which all individuals are treated with respect and dignity, free of harassment, violence and discrimination. This philosophy supports our values and ensures that CUSA is meeting the human rights and occupational health and safety legislation where employees, Board and committee members are free from harassment and promotes equal opportunities.

Both the Code and the Harassment Policy attach a great deal of importance on two-way communication at all levels. All employees and individuals representing CUSA are expected to openly discuss the issues described in this document (or those referred to) with their direct Supervisor, Director, Executive or the Human Resources department.

As part of the standards of practice at CUSA, The Code and the Harassment Policy will be an integrated part of CUSA’s overall Health & Wellness Strategy.
Introduction

Purpose

CUSA's Code of Ethical Conduct sets out the expectations that guide and support the behaviour of CUSA employees and representatives of CUSA in their official activities. It will serve to promote and maintain a professional work environment and preserve the trust of people and organizations with whom CUSA interacts. CUSA's integrity and reputation for ethical practices are part of its most valued asset, are essential elements to its sustainability and ultimately depend on individual actions of each employee and representative of CUSA.

Who does it apply to?

This Code applies to all persons working for CUSA and those who are representing CUSA in an official or unofficial capacity. CUSA employees to whom it pertains include full-time, part-time, casual and fellows or interns assigned for either a fixed or indeterminate period; based in Canada or abroad. By definition, CUSA is a non-profit, non-governmental association representing a membership body.

1. Our Board of Directors is exclusively comprised of current Carleton Undergraduate students;
2. We develop policies and positions that represent the interests and priorities of Carleton Undergraduate students.
3. We enable dialogue between students, the university administration, and governments;
4. We deliver programs and services and represent our members and partners in order to serve the students; and
5. We are accountable for our actions and outcomes to our Board of Directors, who in turn are selected by CUSA Council (our membership).

Employees and representatives of CUSA must think about their conduct not just as employees or representatives of the organization, but as servants. In an education setting, CUSA employees and representatives not only represent their organization but Carleton University as a whole.

Our credibility as a strong voice for our members will be enhanced and protected by a strong service philosophy. The five Values below should assist employees and representatives in interpreting CUSA's Code of Ethical Conduct and Conflict of Interest guidelines through a public service lens:

CUSA's Values:

1. SERVICE - We will facilitate the various ambitions of our members through diverse and innovative services. Employees and representatives of CUSA, in fulfilling their official duties and responsibilities, shall provide advice and make decisions in the student interest. Employees and representatives of CUSA shall conduct themselves in a way our
members’ and partners’ confidence and trust in the integrity, objectivity and impartiality of CUSA are preserved and enhanced. If a conflict should arise between the private interests and the official duties of employees or representatives of CUSA, the conflict shall be resolved in favour of CUSA and the student interest.

2. ACCOUNTABILITY - Employees and representatives of CUSA shall give honest and impartial advice and make all relevant information available to the Board of Directors and the Management Team.

3. DEVELOPMENT

4. DIVERSITY

5. COMMUNITY

CUSA Human Resources Values

CUSA employees and representatives are guided in their work and professional conduct by following values. Our Human Resources Values, live in our collective approach, habits, and reinforce how things should be accomplished. What you do everyday matters.

These core values are complemented by our collective Professional, Ethical and People conduct:

<table>
<thead>
<tr>
<th>Our Values</th>
<th>How we achieve it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make a Difference</td>
<td>We act decisively to achieve results for our communities, our cities, and our workplace.</td>
</tr>
<tr>
<td></td>
<td>● We are focused, we are driven by evidence and results, and we are passionate about our ideals and the achievement of our goals.</td>
</tr>
<tr>
<td></td>
<td>● We are stewards, dedicated to our communities, to sustainability, and to our work environment.</td>
</tr>
<tr>
<td></td>
<td>● We empower communities to be economically sound, socially inclusive, and environmentally responsible.</td>
</tr>
<tr>
<td></td>
<td>● We foster a work environment that enables professional fulfillment, personal well being, and a healthy and satisfying work-life balance.</td>
</tr>
</tbody>
</table>
**Listen and Engage**
We aspire to be an open, inclusive and empowering organization. We are transformed by our conversations and our partnerships.

- We listen, include, and respond to the needs, advice, and expertise of our members, colleagues, and stakeholders.
- We engage diverse audiences.
- We are as transparent as possible and communicate the rationale for our decisions in a timely fashion, as appropriate.

**Collaborate and Unite**
We are committed to building a diverse and strong team. We work collaboratively and respectfully to achieve our goals.

- We collaborate across the organization and beyond, respecting each other’s diverse expertise and experience, to achieve common goals.
- We welcome new relationships and build partnerships that increase our reach and our impact.
- We are accountable to our members, our partners, our stakeholders, and to each other.

**EXPECTED CONDUCT**

**Professional Conduct:**
Perform work with competence, excellence, efficiency, objectivity and impartiality.

- All CUSA employees and representatives of the organization, regardless of their position or experience, shall endeavour to attain high standards of conduct, competence, excellence and integrity in their work.
- CUSA employees and representatives shall comply with the law.
- CUSA employees and representatives shall ensure the appropriate, effective and efficient use of all funds and resources (see Finance Policies on CUSA’s website or request for a copy from HR).
- The services provided by CUSA are based on the expertise of employees and representatives in areas that require specialized knowledge or specific skills. Appropriate use of this expertise is essential.
- The professional conduct of CUSA employees and representatives shall be above reproach at all times. Unsatisfactory behavior reflects negatively on their work and their ability to perform their duties.

**Ethical Conduct:**
Act in such a way that preserves the trust of our colleagues, members and partners.
• CUSA employees and representatives are required to perform their official duties and organize their personal business in such a way that preserves the trust of our members and partners in terms of the integrity, independence, objectivity and impartiality of CUSA.

• Integrity is an essential quality for all employees and representatives of CUSA.

**Conduct When Dealing with Others:**

Demonstrate respect, fairness and courtesy with colleagues, members and other stakeholders.

• The exercise of authority and responsibility shall always be inspired by respect for human dignity and acknowledgement of each person’s value.

• Openness, communication and respect for diversity are fundamental values for CUSA employees and representatives of CUSA.

**CUSA Code of Ethical Conduct**

To never directly or indirectly use CUSA resources, including rented, leased or borrowed properties, or allow them to be used for purposes other than for performing CUSA work.

**Outside activities or employment**

An employee’s professional responsibility is first and foremost, to CUSA. This responsibility takes precedence over all other work relationships.

An employee may have a job or participate in activities outside of CUSA, but only on the condition that the job or activities do not give rise to a conflict of interest. As well, outside activities should be scheduled when they will not negatively impact the fulfillment of duties at CUSA.

Employees can not accept outside employment or activities that directly result in any matter contributing to a proposal or contract which may require CUSA consideration or approval whether of a financial nature or otherwise.

While employed with CUSA, involvement in outside activities must be pre-approved if they could have a real or perceived conflict of interest with CUSA. Failing to obtain pre-approval may result in disciplinary action up to and including termination of employment. When an employee has received permission to take a secondary assignment or job on behalf of CUSA, he or she cannot receive payment from a third party for services rendered, for example, participating in an event or a speaking engagement.

Employees shall submit to the Director Human Resources a confidential written memo on any job and/or outside activities that may subject them to demands incompatible with their official duties at CUSA. If their ability to objectively fulfill their duties risks being jeopardized, the same process must be followed, and a confidential written memo must be provided to the Director Human
Resources and or Executive Director. In consultation with the HR Director, Department Director and the Executive Director may require the employee to reduce, modify or abandon these activities if it is determined that there is a real, apparent or potential risk of conflict of interest.

Gifts, tokens of hospitality and other benefits

Employees or representatives shall not accept or solicit any personal gift, commission, reward, advantage or benefit of any value from any person, firm or corporation which is interested directly or indirectly in any manner of business dealings with CUSA, if they are not currently a service provider. Employees or representatives shall not accept or solicit any gift, token of hospitality or other benefit that:

- is likely to have a real or apparent influence on the objectivity and impartiality of the employee in the performance of official duties; or
- that places the employee in a situation of obligation toward the donor(s).

It will however be deemed acceptable to receive a gift, token of hospitality or other benefit if:

- The value is incidental (inexpensive promotional items, light meals, souvenirs of no monetary value);
- The offer occurs during an activity or event related to the performance of the official duties of the employee or representative in question;
- It complies with the rules or practices of courtesy, hospitality or protocol;
- It does not compromise or seem to compromise in any way the integrity of the employee or representative concerned or CUSA.

Examples of acceptable gifts include occasional meals, tickets to events, gift baskets or candy. Repeated offers of gifts or offers of relatively substantial gifts shall be reported to the Department Director, Director HR and to the ED.

When an employee or representative feels it is impossible to refuse a gift, token of hospitality or other benefit that does not meet the aforementioned acceptability criteria, the employee or representative shall consult with his or her Director. The employee will be notified if the item should be kept by CUSA, donated, or whether it will be possible for the employee to retain.

Within the context of raising funds for charitable organizations on behalf of CUSA, employees shall first obtain permission from the Director HR, the Finance Director or Executive Director in order to solicit donations, prizes or contributions in kind from outside organizations or individuals. The activity may be required to be reduced, modified or abandoned if it is determined there is a risk of a conflict of interest or create a situation that imposes an obligation towards the donor(s).

Political activities

The Canadian Charter of Rights and Freedoms guarantees the right to freedom of expression for each and every individual. However, it is important for CUSA to remain politically neutral.
Therefore, it is important that CUSA employees or representatives consider the repercussions of planned political activity on their ability to perform their duties for CUSA with complete impartiality and the perception of impartiality whether federal, provincial, municipal or any other tier of government in the country of operation.

An important factor in the determination of acceptable political activity is whether the performance of specific duties on behalf of CUSA could be affected by judgment influenced by political considerations. The higher an employee or representative’s position or the closer the employee or representative works with the CUSA Board of Directors and Executive or Management, the more care must be taken with political activities.

Any political affiliation may be perceived as incompatible with the fulfillment of CUSA's mandate, therefore advice from the Executive Director should always be sought prior to engaging in any political activity.

An employee who intends to run as a candidate in federal, provincial or municipal elections must inform their immediate Director. Depending on the nature of the employee’s position, he or she may be asked to resign their current position, take a leave of absence or inform CUSA of the status of their candidacy. The employee’s Director must also be notified if they are appointed to an elected position. The Director must subsequently notify the Director HR. Generally speaking, the higher and more visible an employee’s position, the more restricted they are in terms of political activities.

**Nepotism**

No employee can participate in the hiring, supervision, performance evaluation, or compensation decision for any person who is a member of their family or household, or with whom they are in an intimate relationship. No family members, members of the same household or individuals in an intimate relationship, may report directly or indirectly to each other. Family includes spouse, mother, father, mother-in-law, father-in-law, child, step-children, grandparents, siblings, aunts, uncles and cousins.

**Refusal to grant preferential treatment**

During the recruitment process, employees shall ensure they do not unduly influence the selection committee or grant any preferential treatment toward the hiring decision of members of their family, household or their friends.

During the decision-making process related to the awarding of financial benefits to outside parties, employees shall ensure that they do not grant preferential treatment to members of their family, former CUSA colleagues or to friends. Before signing any CUSA contract, the employee creating the contract and the contracting individual have a shared responsibility to disclose the existence of direct or indirect shared personal interests.
Conveying information that is easily accessible to the general public to family, friends or entities in which employees or their families have an interest is not considered preferential treatment.

**Code of Ethical Conduct Purpose**

This section of the Code of Ethical Conduct is intended to outline clear and specific expectations of conduct for anyone conducting business for or on behalf of CUSA. This Policy applies in situations that have been either known to have occurred, or is at the risk of occurring and would jeopardize CUSA's integrity.

This Policy applies to offices and project locations. CUSA will evaluate the behaviours of employees and representatives based on this Policy even if the local legislation in the field or project office location does not consider the behaviour to be unlawful. However, where the provisions of the local law provides for a higher ethical standards than outlined in this Policy, this Policy will comply with the local law.

**Who does it apply to?**

This section applies to all employees, interns, volunteers, members, consultants, and any other individual who is traveling to a location on behalf of CUSA and/or is reasonably considered a representative of CUSA. All such individuals are herein referred to as Representatives.

**Sexual exploitation and abuse:**

All Representatives of CUSA are strictly prohibited from engaging in any of the following actions, behaviours or activities. In addition, if any Representative is aware of any such actions, behaviours or activities occurring on the part of another Representative, they are required to immediately report the information to CUSA's Human Resources.

- Never exploit the vulnerability of a target group such as women and children or allow an individual or other Representative to be put in a compromising situation.
- In line with international standards and Canadian legislation, never engage in sexual activity with persons under the age of 18, regardless of local legislation regarding the age of majority or consent. A lack of knowledge of the child’s actual age cannot be used as a defense.
- Never exchange money, employment, goods, or services for sex, including sexual favours. All forms of humiliating, degrading, or exploitative behaviour are unacceptable.
- Not engage in sexual relations with beneficiaries. It is prohibited because it is based on unequal power dynamics and such relationships undermine the credibility and integrity of the work of CUSA. This applies both during and outside working hours.
• Ensure that all confidential information, including reports of violations of these standards by Representatives obtained from beneficiaries or other Representatives is handled properly and with the utmost confidentiality.

• Ensure that reports of violations of these standards are immediately provided to Human Resources. Those who receive these reports will investigate immediately.
CUSA Code of Ethical Conduct

Professional conduct:

Representatives while on duty or while representing the organization, must maintain a level of conduct that will not reflect negatively on themselves or on the credentials of CUSA and that will not compromise the security and well-being of others.

- Representatives are required to comply with national laws and regulations, and shall not knowingly undertake, facilitate or benefit from illegal transactions or activities. Any Representative who is charged and convicted of an indictable offense must immediately notify Human Resources.
- Representatives must ensure the appropriate, effective and efficient use of all funds and resources associated with the project. Furthermore, representatives must act against any form of corruption and not offer, promise, give or accept any bribes.
- The use of illegal drugs and the abuse of other controlled substances in the workplace or while representing CUSA is inconsistent with the conduct that CUSA expects from its Representatives at all times. If the law is violated, any and all legal costs incurred will be the responsibility of the individual Representative.
- Representatives shall comply with security guidelines and be pro-active in informing management of potential threats. In addition, Representatives must behave in such a way as to avoid any unnecessary risk to the safety, health and welfare of themselves and others.
- Representatives are encouraged to use social media to promote project activities, however, must take appropriate measures to prevent misuse or misconduct that could inadvertently harm the reputation of CUSA or relationships with stakeholders, members or partners (in accordance with CUSA's Social Media Policy). Any online presence and behavior must be consistent with the Code of Ethical Conduct, and should not speak on behalf of CUSA unless explicitly permitted to do so (in accordance with CUSA's Communication Policy and/or CUSA's Media Spokesperson Policy).

Reporting:

Representatives should report any concerns to their immediate supervisor or CUSA Human Resources regarding suspect behaviours related to the honesty and integrity of CUSA Representatives, suppliers, or other third parties involved directly or indirectly in negotiations with their respective programs or organization. This means reporting any situation in which they believe in good faith, that the aforementioned parties have breached or are about to break a law or regulation.

RESPONSIBILITY FOR INTERPRETING THE CODE
The Director Human Resources shall assume the responsibility of interpreting the Code of Ethical Conduct and receiving and reviewing formal complaints.

RESPONSIBILITY AND AUTHORITY

Responsibilities of CUSA employees and representatives of CUSA:

All CUSA activities shall comply with this Code. For all questions related to the compliance of activities, employees and Representatives of CUSA will refer to their supervisor, to the CUSA Code of Ethical Conduct

Compliance with CUSA's internal policies and with this Code is part of CUSA's conditions of employment. At the time of signing an offer of employment, CUSA employees acknowledge their conditions of employment, which also include the requirement to respect the confidentiality of internal documents, information and communications. A Representative of CUSA will be asked to acknowledge the conditions as outlined in this Code on an annual basis or at the time of signing their contracts or terms of reference (TOR).

It is the responsibility of all CUSA employees and Representatives of CUSA to comply with this Code in the performance of their duties and in particular, to embody the Core Values of CUSA in their actions and behaviour.

Responsibility of the President/CEO, Executive Director and the Director or Human Resources:

The President/CEO & Executive Director shall preserve the trust of the members, partners and employees in the overall management and operations of CUSA.

The Senior Leadership Team shall embody the behaviour expected by living the Core Values set out in this Code. It is their responsibility to integrate this behaviour into all aspects of their work at CUSA. They shall also see that these expectations are fairly and objectively applied to all employees.

More specifically, the Director of Human Resources shall ensure that the following are in place:

- the offer of employment, the consultancy agreement, the memorandum of understanding or any other binding legal engagement contract contains the following information: “You agree to comply with CUSA Policies and Procedures, including the Employee Code of Ethical Conduct, applicable to your employment status. The policies and the Code form part of the terms and conditions of employment.”
- the Human Resources department is able to assist CUSA employees resolve issues resulting from application of this policy.

POSSIBLE SOLUTIONS OR RECOURSE
All employees and Representatives may clarify issues related to this Code with their supervisor, Executive Director or the Director Human Resources. The Human Resources department will be responsible for making amendments as necessary. Direct supervisors of employees in collaboration with Director HR, are responsible for ensuring employees adhere to the Code of Ethical Conduct.

Any employee or Representative who witnesses a wrongful act at work or who has information concerning such an act may submit the issue to the Human Resources department confidentially and without fear of reprisal. An employee or Representative who feels that they are being required to act in a manner incompatible with CUSA’s Core Values and/or Code of Ethical Conduct may communicate the problem in complete confidence and without fear of reprisal to the Human Resources department.

If the problem has not been appropriately investigated at this reporting level, or if the employee or Representative feels that the departure from this Code cannot be divulged in confidence to the Human Resources department, the problem may be referred in complete confidence to a member of the Executive or Senior Leadership Team. If the problem is related to the Executive Director, the employee or Representative may contact the CUSA President and Chair of the CUSA Board. If an allegation involves a Human Resources employee, it must be submitted to the Executive Director for handling. Those responsible for interpreting the Code may use any external legal resource deemed relevant to carry out the task.

If an employee or Representative is not in agreement with the decision on an issue in regard to the Code of Ethical Conduct made by the first reporting level then a request can be made in writing to the Executive Director and the problem will be brought to the Senior Leadership Team who will be the final deciding body. In the case of Executive Officers, the additional accountability mechanism under the Executive Officer Accountability and Discipline Policy & Procedure may also be followed, especially if the alleged actions could conceivably lead to removal from office.

**Consequences**

Employees and Representatives who do not comply with the provisions of this Code are liable to disciplinary action up to and including termination of employment. The level of disciplinary action is based on the severity of the issue and will be determined either by the Director Human Resources and the Executive Director and/or by the process outlined in the Executive Officer Accountability and Discipline Policy & Procedure.

**Requests for information**

All questions with respect to the Code of Ethical Conduct should be submitted to the Human Resources department.
REPORTING PROCEDURES

CUSAs is committed to maintaining the highest standards of ethical conduct. It is the responsibility of each employee and Representative to immediately report any alleged ethical misconduct or fraud.

If an employee or Representative is victim or witness of an alleged breach of this Code by a staff member or a Representative of CUSA, they are required to report it to the Human Resources department by doing the following:

1. In the event of a failure to comply with the Code, a written complaint must be submitted to the Human Resources department.
2. The complaint must include the following information:
   a. the identity person in violation of the code or a description of the violation to the date or time period during which the violation occurred
   b. copy of all documents that support the allegations
3. Any situation in the field that could be interpreted as harassment must be reported to the CUSA’s Offices in Ottawa.
   a. If a complaint is deemed valid, the person involved shall be notified of the complaint, its contents, its allegations and the related investigation.
   b. Within ten (10) business days of the lodging of the complaint, or within ten (10) business days of acknowledgement of the related facts, a report of the findings shall be submitted to the Executive Director by the Human Resources department; the person charged with interpreting the Code will recommend any measures deemed appropriate to take. Those involved shall be notified of any measures taken that affect them.
4. During the investigation, the Human Resources department shall be in charge of gathering all the necessary information. If the allegation involves a Human Resources employee, said allegation shall be submitted directly to the ED. If the allegation involves the ED, said allegation shall be submitted to CUSA’s President & the Chair of the CUSA Board. The President & Chair of the CUSA Board may then call upon the Human Resources department to take charge of gathering information, studying the documents pertaining to the investigation and meeting with anyone who is involved or implicated in the alleged breach, provided Director of Human Resources is not the complainant or involved in or implicated in the alleged breach.
5. If a situation requires immediate intervention or if serious misconduct is alleged, the employee or Representative could be relieved of his or her duties while the investigation is under way.

CONFIDENTIALITY
All complaints shall be handled with diligence and complete discretion. The identity of anyone who makes a complaint or claim or who provides information shall remain confidential, except where the law or the court stipulates otherwise.

No action shall be taken against anyone who invokes the complaints management procedure in good faith, even if it is determined that the complaint is unfounded.
The Carleton University Students Association (CUSA) seeks to create a community that welcomes creative expression and constructive discussion, while recognizing that reasonable limits must be put in place. In attempting to reach these goals, this policy is twofold.

First, the Policy is to ensure that community space within CUSA is safe for all members of the University community. Second, the Policy is to ensure that designates of the CUSA, or student organizations recognized by CUSA, respect the rights of all members of the University and surrounding community to live and work in an environment that is free from harassment and discrimination. This Policy, therefore, applies to students involved in CUSA and affiliated organizations and persons booking space through the CUSA Office.

### 1.00 DEFINITIONS

1.01 “Act” or “Act of Expression” include but are not limited to:
   (1) Posting, or causing any person to post, textual or graphical displays or displays that combine both text and graphics; and,
   (2) Using speech or other forms of communication or causing any person to speak or use other forms of communication.

1.02 “Community space” means any area that is open for public use;

1.03 “Group” means an association of persons including CUSA clubs;

1.04 “Infringer” means a person in violation of, or accused of violating, this Policy;

1.05 “Person” means any individual or corporate entity.
2.00  **APPLICATION**

2.01  This Policy shall apply to:

(1) All persons and groups that use, or attempt to use, community space within CUSA for the purpose of acts of expression;
(2) Conduct that occurs on the premises of Carleton or its affiliates; and,
(3) Off-campus acts when the individual is acting as a designated representative of CUSA or a student organization recognized by CUSA or when the individual holds out that she is a representative of CUSA or a representative member of a student group or organization of CUSA.

3.00  **PROHIBITED CONDUCT**

3.01  Acts of expression within community space, including within the CUSA, are strictly prohibited if such acts:

(1) Are deemed objectionable. Without limiting the generality of the foregoing, the following list sets out specific examples of objectionable acts of expression. This list is illustrative only and is not intended to define objectionable acts in exhaustive or exclusive terms. Acts that are deemed objectionable may include those that:

   i. Willfully promote hatred against any identifiable groups including but not limited to those groups outlined within the Ontario Human Rights Code and in section (below):
      a. The Ontario Human Rights Code currently identifies race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender orientation, gender identity, gender expression, age, marital status, family status or disability;
      b. This will be taken to include any hate that falls under the International Holocaust Remembrance Alliance definition of antisemitism;
   ii. Breach CUSA Discrimination Harassment and Violence Prevention Policy, or the equivalent Carleton policy or policies where CUSA Policy is no longer effective;
   iii. Cause a disruption: any act that disrupts or obstructs any person or group from carrying out of her or its legitimate activities, or to speak to or associate with others.
   iv. Misconduct against persons and dangerous activity:
      a. Any assault, harassment, intimidation, threats or coercion.
      b. Conduct that threatens or endangers the health or safety of any person or group;
      c. Knowingly (which includes when one should reasonably have known) creating a condition that endangers the health, safety, or well-being of any person;
      d. Coercing, enticing or inciting a person to commit an act that is humiliating or degrading two that person or to others.
   v. Provide false information to any person or group;
   vi. Violate published University policies, rules or regulations;
   vii. Aid or encourage others in the commission of an act prohibited under this Policy
or attempting to commit an act prohibited under this Policy;
viii. Fail to comply with any sanctions imposed by the Executive Council or Clubs Governance Board for infringing this Policy;
ix. Any other act that has, or might reasonably be seen to have, an adverse effect on the reputation or the proper functioning of CUSA, or the health, safety or rights of other persons or groups.

4.0 **ACTS OF EXPRESSION BY CLUBS**

4.01 During an Act:

(1) Immediate Authority: CUSA Executive Director, the Board and Director of Student Development have the authority to decide whether an act of expression infringes on this policy and to terminate the act immediately.
(2) Disciplinary Authority: All decisions made by those identified above to terminate an act will come before the Clubs Oversight Committee within two weeks to allow the Committee to decide whether to take further disciplinary action.

i. The Clubs Oversight Committee shall decide what further disciplinary action should be taken based on the following:
   a. Those who exercise immediate authority shall, collectively, provide a written report of the incident to the Clubs Oversight Committee; and,
   b. The infringer shall provide a written statement to the Clubs Oversight Committee.

ii. The Clubs Oversight Committee shall make its decision in accordance with the Clubs Policy.

iii. Where appropriate, the Clubs Oversight Committee may consult with other resources available at Carleton in order to make more informed decisions.

4.02 After an Act:

(1) Any person or group may file a complaint under this Policy with the Clubs Oversight Committee.

i. A complaint must include:
   a. An outline of the circumstances of the alleged contravention of this Policy;
   b. The name of the infringer; and
   c. The name and signature of the complainant and the date.

(2) The Clubs Oversight Committee shall inform the infringer that a complaint has been issued against and that a hearing will be conducted by the Clubs Governance.
(3) The Clubs Oversight Committee must bring the complaint before the Director of Student Development for discussion and to decide the appropriate course of action.

i. The Clubs Oversight Committee and the Director of Student Development shall conduct a hearing in accordance with the Clubs Policy.
ii. Where appropriate, the Clubs Oversight Committee and Director Student Development may consult with other resources available at Carleton, in order to make more informed decisions.
5.00 **ACTS OF EXPRESSION NOT BY CLUBS**

5.01 During an Act:

(1) **Immediate Authority:** The CUSA Executive have the authority to decide whether an event infringes this policy and to terminate the act of expression immediately.

(2) **Disciplinary Authority:** All decisions to terminate an act will come before The CUSA Executive within two weeks to allow the The CUSA Executive to decide whether to take further disciplinary action:

   i. The CUSA Executive shall inform the infringer that a hearing is being held to decide whether further action shall be taken.
   
   ii. All those involved in the incident, including the infringer, may submit a written statement to The CUSA Executive.
   
   iii. Where appropriate, The CUSA Executive may consult with other resources available at Carleton in order to make more informed decisions.
   
   iv. The CUSA Executive shall provide a written report outlining its decision and reasons used to arrive at its decision to the infringer and the immediate decision-maker.

5.02 After an Act:

(1) Any person or group may file a complaint under this Policy with The CUSA Executive.

   i. A complaint must include:

      a. An outline of the circumstances of the alleged contravention of this Policy;
      
      b. The name of the infringer; and,
      
      c. The name and signature of the complainant and the date.

(2) The CUSA Executive shall inform the infringer that a complaint has been issued against them and that a hearing will be conducted by The CUSA Executive.

(3) The Director of Student Development must bring the complaint before The CUSA Executive for discussion and to decide the appropriate course of action.

   i. All those involved in the incident, including the infringer, may submit a written statement to The CUSA Executive.
   
   ii. Where appropriate, The CUSA Executive may consult with the other resources available at Carleton in order to make more informed decisions.
   
   iii. The CUSA Executive shall provide a written report outlining its decision and reasons used to arrive at its decision to the infringer and the complainant.

6.0 **SANCTIONS**

6.01 Any student found responsible for misconduct may be subject to the disciplinary sanctions of this Policy, regardless of the action or inaction of civil authorities. Nothing in this Policy precludes CUSA from referring an individual matter to the appropriate law enforcement agency before, during, or after disciplinary action is taken by The CUSA Executive under this Policy.

6.02 The CUSA Executive may impose one or more sanctions for infringing this Policy, including,

   but not limited to:

(1) Restricting or banning access to use CUSA space for acts of expression for a period of time to be determined by The CUSA Executive;
(2) Imposing conditions to access CUSA space, such as requiring consultation with The CUSA Executive to usage of such space for acts of expression, or public or private apologies; and,

6.03 Where a club has infringed this Policy, those with Immediate Authority will make recommendations to the Clubs Oversight Committee who will decide the appropriate sanctions according to the Clubs Policy.

7.00 APPEALS

7.01 The decision of The CUSA Executive is appealable to the Ombuds Office.
Concurrent Offices Policy

**Authority:** CUSA Board  
**Date Ratified:** March 22nd, 2022

**Previous Amendments:** N/A  
**Date Review:** January 2022

<table>
<thead>
<tr>
<th>Review Committees:</th>
<th>Delegates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSA Board</td>
<td>Director of Human Resources</td>
</tr>
</tbody>
</table>

**Next Review Date:** May 2023

1) **Objective**
   
a) To outline the roles which full-time CUSA staff, CUSA executives, the chair of the CUSA Board, and CUSA Board members may not hold while employed as CUSA full-time staff or CUSA Executives or occupying the offices of Chair of the Board or CUSA Board member.

2) **Definitions**
   
For the purposes of this policy unless the context demands a separate interpretation:

a) Full-time Staff: Any individual employed by CUSA that is a member of CUPE 3011 or senior management (which include the President/CEO, Executive Director, Director of Human Resources, Director of Finance, Director of Communications & STrategic Initiatives, and Director of Student Development)

b) CUSA Executives: Any individual elected to the roles of President/CEO, Vice President Finance / Secretary-Treasurer, Vice President Internal, Vice President Student Life, Vice President Student Issues, and Vice President Community Engagement

c) Chair or Chair of the Board: The Chair of the CUSA Board, as selected by the member of the CUSA Board

d) Board member: Member of the CUSA Board, as appointed by CUSA Council, including the Ex-Officio members of President/CEO & Vice President Finance / Secretary-Treasurer

3) **Stipulations**
   
a) No CUSA Executives or CUSA Full-time Staff may hold roles within other student representative bodies at Carleton University, including the Rideau River Residence Association (RRRA), the Carleton Academic Student Government (CAGS), or the Graduate Student Association (GSA)
b) No CUSA Full-time Staff may be employed by the University while employed by CUSA

c) Board members and the Chair of the Board may not hold positions which require them to have a fiduciary responsibility to another entity on campus, including RRRA, CASG, the GSA, or Carleton University

4) **Policy Administration**

   a) CUSA Human Resources and the CUSA Finance Office shall make the above stipulations clear in all job postings and job contracts where relevant. Contracts shall be binding, and a breach of the agreed terms of the contract shall render the contract null and void.

   b) Where an individual is hired or appointed while compliant with this policy and gains a role which puts them in breach of this policy, the employee shall be notified by either their director supervisor, the CUSA Director of Human Resources, the CUSA Executive Director, or the CUSA President/CEO they have a period of up to two (2) weeks to come into compliance with this policy before the employment contract shall be null and void.

   c) The CUSA Executive Director will inform Board Members of this policy and allow a grace period of up to two (2) weeks for newly appointed Board Members to come into compliance with this policy before beginning removal procedures as outlined in CUSA ByLaw.
Conflict of Interest Policy for CUSA Employees

<table>
<thead>
<tr>
<th><strong>Authority:</strong> CUSA Board</th>
<th><strong>Date Ratified:</strong> March 24, 1997</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Previous Amendments:</strong> Previous version here. (March 24th, 1997 - March 24th, 2022)</td>
<td><strong>Date Review:</strong> March 24th, 2022</td>
</tr>
<tr>
<td><strong>Review Committees:</strong> Human Resources Subcommittee of the Board</td>
<td><strong>Delegates:</strong> CUSA Executive Director CUSA Director of Human Resources</td>
</tr>
<tr>
<td><strong>Next Review Date:</strong> January 2026</td>
<td></td>
</tr>
</tbody>
</table>

**Intent**

Carleton University Students’ Association continually strives to protect our business interests from real or potential conflicts of interest, and has adopted this policy to outline procedures for avoiding and reporting various situations where a conflict of interest may arise.

**Guidelines**

**The Transaction of Business**

Employees should avoid:

- Any interest, investment or association that creates a conflict of interest or that interferes with their ability to perform their duties with Carleton University Students’ Association; and
- The creation of any personal direct or indirect interest or relationship with any company that competes with or provides products and/or services to Carleton University Students’ Association.

Additionally, 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.

Where our 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 company. Carleton University Students’ Association strictly prohibits the use of personnel (including volunteers) and/or equipment for non-company business, as their use may be improper, illegal or create a conflict of interest.
If any employee has reason to believe that a conflict of interest has occurred or is possible, it is their duty to report it to management.

**Outside Employment**

Carleton University Students' Association generally allows outside employment where:

- The secondary employment causes no adverse effects on the employee's performance of job duties with us;
- The secondary work is performed after the employee's regularly scheduled working hours with us; and
- There is no conflict of interest.

Any employee that wishes to work part-time, or for any amount of time after their regularly scheduled work hours with us should discuss the matter with their Manager prior to accepting the secondary employment. The employee may be required to disclose information pertaining to the proposed secondary employment to allow a full review. The review will simply ensure that there is no conflict of interest.

Situations where a Carleton University Students' Association employee is required to conduct business or provide services to a family member or associate may create a real or perceived conflict of interest for both the company and the employee in question. As such, Carleton University Students' Association requires any employee who feel they may have a conflict of interest to immediately notify their Manager for relief.

If any Carleton University Students' Association employee has reason to believe that a conflict of interest has occurred or is possible, it is their duty to report it to management. Carleton University Students' Association strictly prohibits any retaliation for fulfilling this obligation.

It is recommended for the health and safety of our employees, that employees have eight (8) consecutive hours of time for rest/sleep prior to reporting for their regularly scheduled work at Carleton University Students' Association.

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

- Carleton University Students' Association strictly prohibits the use of personnel (including volunteer staff) and/or equipment for non-company business, as their use may be improper, illegal or create a conflict of interest.
- Where Carleton University Students' Association 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.

**Conflict of Interest in Hiring Practices**

**Family Members:**

- Carleton University Students' Association shall accept applications from, and consider a member of an employee's immediate family for employment if the candidate has all the requisite 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 their employment could create a conflict of interest either real or imagined.

For the purposes of this policy, immediate family members shall be defined as: Partner, Parent, Sibling, Child, or any In-Laws.

Employee Relationships:

- Carleton University Students' Association 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, Carleton University Students' Association will work with the employees to accommodate them in a reasonable fashion. Possible resolutions resulting from a conflict of interest may require one of the employees to transfer to another department or position within the company. If this is not possible, one of the employees may be required to resign.

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 report the matter immediately. Carleton University Students' Association must be made aware of all conflicts of interest in order to take the appropriate action. Employees are obligated to report any conflict of interest to their immediate supervisor, manager 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

Carleton University Students' Association seeks to resolve claims of conflicts of interest as expediently as possible. Investigations shall be conducted and the appropriate actions taken no longer than twenty (20) business days following the filing of a complaint.

In all cases, the Executive Director or Director of Human Resources shall retain the findings report for four (4) years or for as long as any administrative or legal action arising out of the complaint is pending.
Assurance Against Retaliation

This policy encourages employees to report any conflict of interest encountered in their employment at Carleton University Students' Association. Retaliation against the Complainant is strictly prohibited and will result in appropriate disciplinary action. Retaliation by the Respondent, or anyone acting on behalf of the Respondent, against any witness providing information about a conflict of interest report, is also strictly prohibited. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

This policy will not be used to bring fraudulent or malicious complaints against employees. Any complaint made in bad faith, if demonstrated as being such through convincing evidence, will result in disciplinary action being taken against the individual lodging the fraudulent or malicious complaint.
Contractor/Subcontractor Safety Policy

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Contractor and Subcontractor Safety Policy</th>
<th>DATE OF ENACTMENT</th>
<th>01 April 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE No.</td>
<td>H-48</td>
<td>LAST AMENDED</td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Human Resources</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Policy**

All contractors and/or subcontractors will be required to complete a contractor agreement outlining their responsibilities and will comply with all applicable federal and provincial health and safety regulations and legislation and safety rules and procedures of CUSA, while working in, on, or at any of CUSA's workplaces. In addition, all contractors will be required to complete a workplace specific hazard assessment.

**Safety Policy Overview**

It is the responsibility of management to ensure that the contractor completes the liability coverage form prior to the start of work.

Contractors are expected to meet or exceed the requirements as set out by the Occupational Health and Safety Act and all applicable regulations. In the event that a contractor is found to be working in a manner believed to be dangerous by an employee of CUSA, a member of the management team will ask the contractor to stop work immediately until an appropriate corrective solution is found.

All contractors are required to have their own insurance coverage under the Workplace Safety and Insurance Act or carry equivalent accidental injury coverage.

Prior to commencing work, a supervisor must familiarize the subcontractor of the specific policies and procedures that apply. The subcontractor must also be informed of any potential or actual hazards at the workplace.

Prior to commencing work, the contractor/subcontractor will be asked to review and sign the contractor scope of work form. Management shall ensure a copy of the certificate of insurance and liability coverage form is received and filed along with the signed contractor agreement.
If at any time, a subcontractor is observed performing work unsafely or contrary to CUSA’s policies or procedures, the subcontractor will be asked to stop the work immediately and the circumstances will be reported to management. Immediately upon being notified, management will investigate the occurrence and take the appropriate actions.

Any violation of safety rules or conduct that might jeopardize the safety of employees or the public will not be tolerated. Specific action(s) will be taken to ensure that violations are not repeated. Cost of any delays will be borne by the contractor/vendor.

All suppliers and subcontractors are expected to comply with the safety rules below:

- Consumption of alcoholic beverages of any kind and use of illegal drugs of any sort is not permitted on CUSA property with the exception of licensed facilities.
- Weapons of any kind are not permitted (items such as knives being used in conjunction with work activities are expected).
- No smoking except in designated areas.
- No riding on any equipment unless equipment is specifically designed to carry passengers.

All subcontractors/suppliers performing work on CUSA property must sign in at the front desk.

No horseplay or harassment of CUSA personnel will be tolerated.

- Proper clothing and personal protective equipment must be worn at all times.
- All accidents/incidents must be reported immediately to a supervisor.
- Defective tools or equipment shall not be used.
- No isolated work area is to be entered until it has been tested and found to be safe.
- All contractors/suppliers are responsible to plan and execute all work in compliance with provincial health and safety legislation.
- All contractors/suppliers must inspect heavy equipment (ladders, forklifts, aerial manlifts etc.) on a daily basis for visual damage and correct operation.
- The inspection shall be completed on a permanent written form supplied by the contractor. The contractor must produce these reports when requested by CUSA employees or the Ministry of Labour.
- Immediate action is to be taken to correct unsafe practices or unsafe conditions when encountered by contractor personnel.
- Subcontractors must become aware of CUSA emergency action and fire safety plan.
CUSA Board Attendance Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 15, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: March, 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: 2027</td>
</tr>
<tr>
<td>Review Committees: CUSA Board</td>
<td>Delegates: Chair of the Board</td>
</tr>
</tbody>
</table>

1) Objective
   a) To outline the expectations and responsibilities of Directors in regard to their attendance, as well as to outline the consequences resulting from their absence.

2) Definitions
   For the purposes of this policy unless the context demands a separate interpretation:
   a) Academic year is from April of the current year to March of the following year.
   b) Board Chair shall always be taken to mean Chair of the CUSA Board.
   c) Meeting or Meetings shall include all duly called meetings of the Board as defined in CUSA ByLaw be they regular, committees, ad-hoc task force or special meetings of the Board; as well as any meetings called properly and in accordance with any Board policy.
   d) Subcommittee Chair or Chairs shall be taken to mean the respective Chair of any Meeting and may not be the Board Chair or ad hoc task force.

3) Policy Administration
   a) The Board Chair has the responsibility of maintaining attendance records of Meetings as well as records of any regrets and written rationale submitted to them.
      i) All Chairs must maintain and submit updated attendance records including written rationale and regrets on a weekly basis to the Board Chair.
      ii) Any or all of this information must be made available to the Board Chair upon the Board Chair’s request.

4) Meetings Held by a Chair
   a) Directors are required to submit written regrets to the Chair forty-eight (48) hours in advance of a Meeting if they are unable to attend the Meeting.
b) Subcommittee Chairs are required to provide updated attendance records to the Board Chair within seven (7) days following a Meeting.

5) Meetings held by the Board Chair
   a) Directors are required to submit written regrets to the Board Chair forty-eight (48) hours in advance of a Meeting if they are unable to attend the Meeting.

6) Teleconferencing & Virtual meetings
   a) Meetings held via teleconference, video calling service, or over the internet will also be considered as a duly called meeting

7) Punctuality
   a) Directors who arrive 15 minutes after the scheduled start of a meeting will receive half an absence.
   b) Directors who arrive halfway through a scheduled meeting, defined by the halfway mark in the time the individual was asked to be free in advance of the meeting will receive a full absence.

8) Consequences
   a) After a director misses their first meeting the Chair of the Board shall explain to the director in question that they are not permitted to miss two more meetings.
   b) If a director misses three meetings in the same academic year that director is to be removed from the Board of Directors by a regular resolution of the Board

9) Exceptions
   a) If it is the Chair of the Board who has missed 3 meetings then the Vice-chair will execute section 8.0.
   b) Resource members will be exempt from this policy.
CUSA Board (of Directors) Terms of Reference

**Authority:** CUSA Board  
**Date Ratified:** February 8th, 2022

**Previous Amendments:**  
March 8th, 2022  
**Date of Review:** February, 2022

**Next Review Date:** 2025

**Review Committees:**  
CUSA Board or designated subcommittee  
**Delegates:**  
Chair of the Board  
Board Selection & Nominating Committee  
CUSA Council

1) **Objective**

CUSA is a Not For Profit Corporation (“The Corporation”) overseen by the Ontario Not-For-Profit Corporations Act (2010) and incorporated with the Government of Ontario. The CUSA Board holds responsibility for the long-term financial, legal, and reputational position of the corporation.

As a Not-For-Profit Corporation, the CUSA Board is subject to all relevant principles and policies of the Ontario government, provincial law, and the Articles of Incorporation. The board is to ensure ethical fiscal management of CUSA by investing a fiduciary responsibility in members of the Board.

2) **CUSA Board of Directors**

   **A. Mandate**

   a. The CUSA Board is responsible for overseeing CUSA Inc in accordance with provincial law and applicable policies. The Board should always secure the long-term future of CUSA while managing resources allocation and ensuring due process in business operations.
B. Membership
   a. The Board shall be comprised of:
   b. 8 student-at-large directors
   c. The CUSA President (ex-officio)
   d. The CUSA Vice President Finance / Secretary-Treasurer (ex-officio, non-voting)

C. Chairperson
   a. The chairperson of the CUSA Board will be a board member other than the CUSA President or Vice President Finance / Secretary-Treasurer and be elected by a simple majority of the CUSA Board.

D. Eligibility to be a Director
   a. Be a current Carleton Undergraduate student at the time of application, intending on remaining a Carleton Undergraduate student for the duration of the term of appointment
   b. Directors may not be employees of CUSA, unless occupying ex-officio positions (President/CEO, VP Finance/Secretary-Treasurer)
   c. Directors may not be sitting CUSA councilors, or CUSA councilors within the most recent academic year
   d. Directors may not be former CUSA executives
   e. Board Members may not maintain or hold fiduciary responsibility to another entity that could conceivably regularly conflict with their fiduciary responsibility to CUSA while a member of the Board
   f. Directors shall not serve more than four calendar years on the CUSA Board
   g. The Board may advise the members to remove a director or limit their responsibilities in accordance with ByLaw Section 11.4 if their eligibility is questioned by a majority of the Board
   h. current and recently former CUSA Councilors and Executives may be eligible to serve on the CUSA Board if they are appointed at the 2022 Annual Members Meeting.

E. Ascension to the Board
   a. Candidates for the board shall be reviewed and selected by the CUSA Board Nominating and Appointing Committee for ratification by CUSA Council
b. CUSA Council will then vote to ratify or deny the selection

c. All applicants so ratified will immediately ascend to the CUSA Board

F. Primary Responsibilities

a. Inform strategic direction and organizational growth

b. Provide oversight and accountability for the organization

c. Monitor policies, procedures, and processes of decision making and resource allocation

d. Approve the budget every year

e. Comply with the Not-For-Profit Corporations Act (2010)

G. Operations

a. Quorum of the CUSA Board shall be a majority of voting Board members in filled seats, so long as not more than a third of filled seats are filled by employees of CUSA, in compliance with the Act.

b. The CUSA Board shall strive to meet at least five (5) times per year, the Annual General Meeting and at least four (4) regularly scheduled CUSA Board meetings

c. Notice of meetings shall be given in compliance with the CUSA ByLaws

d. Meetings may be canceled due to a lack of agenda items with the consent of all members

e. The CUSA Board is responsible for writing, executing, and upholding procedures for CUSA operations, including but not limited to:

   i. Investment Policy

   ii. Health & Safety Policies

   iii. Procurement Policy

   iv. Human Resources Policies

f. The CUSA Board may write additional policies, as necessary

g. All CUSA Board members are required to adhere to the CUSA Conflict of Interest Policy
Amended March 8th, 2022 as follows

Amendment 1

**Whereas** an enforcement mechanism already exists for ensuring compliance with the Terms of Reference

**Be it resolved that** the CUSA Board (of Directors) Terms of Reference Section 2 D. g) read “The Board may advise the members to remove a director or limit their responsibilities in accordance with ByLaw Section 11.4 if their eligibility is questioned by a majority of the Board”

Amendment 2

**Whereas** the eligibility to serve on the CUSA Board is restrictive on sitting and recently former CUSA Councilors and Executive in such a way that could not have been foreseen when these individuals were first seeking the offices which make them ineligible under the Terms of Reference

**Be it resolved that** Section 2 D. h) read “current and recently former CUSA Councilors and Executives may be eligible to serve on the CUSA Board if they are appointed at the 2022 Annual Members Meeting.”

**Be it further resolved that** Section 2 D. h) is only in effect until April 30th, 2023, and applies only to the Directors elected at the 2022 Annual Members Meeting. On May 1st, 2023, Section 2 D. h) will expire from this policy without future intervention on the part of the CUSA Board.
CUSA Board Rules of Procedure

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 15, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments:</td>
<td>Date Review: March 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: May 2023</td>
</tr>
<tr>
<td>Review Committees:</td>
<td>Delegates: Board Chair</td>
</tr>
</tbody>
</table>

Purpose:

The following Procedures supplement the CUSA Bylaw in detailing the format and protocols for CUSA Board meetings. These Rules of Procedure are meant to establish consistency and transparency. These Rules do not carry the full force of policy, but nonetheless should only be suspended in rare and extraordinary circumstances.

1) Board of Directors
   a) The Board of Directors shall be composed as per CUSA ByLaw
   b) Only Directors are permitted to vote on matters for approval.
   c) Meeting minutes are recorded and maintained in accordance with the requirements of the Not For profit Corporations Act (2010).

2) Officers of the Board
   a) The CUSA Board will have four officers; Chairperson, Vice-Chair, Recording-Secretary, and Secretary-Treasurer
   b) The Vice-Chair will chair meetings in the absence of the chair at any Board Meeting.
   c) Any vacancies in the Chairperson or Vice Chair positions will be filled at the first duly called meeting after a vacancy occurs.
   d) A vacancy in the Recording-Secretary role will be filled temporarily by a staff resource member and permanently by the incumbent of the Executive Assistant role.
   e) A vacancy in the Secretary-Treasurer role will be filled as outlined in CUSA ByLaw.

3) Election of Officers
a) The Chairperson will be elected at the first meeting following the annual general meeting from the membership of the Board.
   i) Nomination for Chairperson will be open for one week and will require each candidate to complete a written explanation for their candidacy by the end of the week long nomination period.
   ii) Upon closing of nomination all written submissions received will be sent to the entire board for review.
   iii) Questions for each candidate can either be submitted in advance of the first meeting after the annual general meeting, or asked in person at the first meeting after the annual general meeting.

b) Vice-Chair will be elected before October 31st of each year.
   i) Nomination for Vice-Chair will be open for one week and will require each candidate to complete a written explanation for their candidacy by the end of the week long nomination period.
   ii) Upon closing nomination all written submissions received will be sent to the entire board for review.
   iii) Questions for each candidate can either be submitted in advance of the meeting where the election will occur, or can be asked in person at the meeting where the election will occur.

4) Public Meetings

a) Unless otherwise noted, meetings of the Board of Directors are open to all members of the University community, in their entirety.
   i) The number of attendees from the public may be limited by the room’s capacity
   ii) The Chair of the CUSA Board retains the right to require attendees from the public to leave the meeting, should their conduct become disorderly, or otherwise negatively affect the ability of the Board of Directors to function.
   iii) The Board of Directors may extend standing invitations to specific employees, encouraging their presence and participation in the CUSA Board meetings resource members.

b) Regularly scheduled meetings shall be publicly posted at the beginning of the fiscal year of the Corporation.
   i) Additional meetings may be held at the call of the chair, provided that all members are given forty-eight (48) hours notice, in compliance with CUSA ByLaw.
   ii) Any meeting that is rescheduled to a different date or time should be amended wherever it is publicly posted as soon as possible.

c) Agenda items must be submitted to the Recording-Secretary four weeks prior to a regularly scheduled CUSA Board meeting.
   i) Every item on the Board of Directors Agenda should first be reviewed by one of the CUSA Board Sub-Committees unless the item is a “for
information" item for the Board or an item that requires the entire Board's attention.

ii) Any item not going to a Sub-Committee of the Board for review must be submitted to the agenda committee for inclusion on the agenda.

iii) Only voting members may move motions for approval. Management may submit items for direction from the CUSA Board following the process outlined in this document. The Executive Director is the principal policy advisor to the CUSA Board and must therefore sign off on all management recommendations before they are placed on the CUSA Board agenda.

iv) Any individual may submit a presentation or matter for discussion or information, however, any such items must be approved by the Agenda Committee before placement on the agenda.

d) An Agenda Committee meeting will be held no less than one week prior to a regularly scheduled CUSA Board meeting, subject to the availability of Committee members.

e) The agenda of a regularly scheduled meeting must be approved by the Agenda Committee, and distributed to all voting members, in addition to being posted online, along with supporting documentation no less than one week prior to a regularly scheduled CUSA Board meeting.

i) The agenda must include a brief description for each presentation.

ii) Should a meeting be cancelled or rescheduled, a simple notice of cancellation shall be posted in place of the agenda.

iii) Supporting documentation, known as an ‘agenda report’, must be provided along with items brought before the CUSA Board that require discussion or decision, particularly for matters of a legal, financial, or human resources nature. The deadline for reports shall be the same as the agenda deadline so that the Agenda Committee may fully understand items coming forward and so that members have sufficient time to consider the matter.

(1) If two-thirds (⅔) of CUSA Board members approve, a matter can be considered without an agenda report, or can be considered if a report comes in past the deadline. This practice should be strongly discouraged and only reserved for unique circumstances.

iv) Supplemental documentation (such as presentations and agenda reports) will normally be posted online with the agenda if available. However, such documentation may be withheld if it is incomplete or misleading on its own. This documentation will be posted with the meeting minutes, where it can be understood in context.

f) In the event that a CUSA Board meeting is scheduled for an irregular time the required periods of notice and submission remain the same.

i) In the event of a special meeting of the CUSA Board that does not allow for the period of notice to be observed, the meeting shall proceed if the
Agenda is approved by the CUSA Board. In such an event all relevant materials will be posted and distributed at the earliest possible time.

g) New business items for approval are only permitted if they directly relate to an item already on the agenda. Any other items brought up in the new business circumvent the transparency of the CUSA Board’s activities and limit the ability of the voting members to research and prepare. Though sometimes necessary, new business items are strongly discouraged.

5) **Record of Proceedings**
   a) All public meetings shall be recorded on video and made available to the public upon request to CUSA.
   b) Public minutes shall be recorded in writing in a succinct formal. Only a brief summary of the discussion and any motions shall be recorded in writing unless a member asks for a detailed comment to be recorded. Advice given by resource people such as the Executive Director, Senior Managers, and Legal Counsel shall be well documented.
   c) In-camera minutes shall be recorded in a detailed format. Most items considered in-camera are of a legal, financial, contractual or human resources nature and should demonstrate that members and management have upheld their fiduciary duty to the corporation.
   d) In an effort to enhance transparency of CUSA Board decision making, every effort shall be made to ensure minutes are ready for ratification within ten (10) business days of the meeting using the following procedure:
      i) All voting members of the CUSA Board shall have the opportunity to review the written minutes of the meeting.
      ii) Each reader shall have two (2) business days to forward comments to the Recording-Secretary. If comments are not received, the Recording-Secretary will assume there are no changes required.

6) **Meetings In Camera**
   a) Matters of a confidential nature may only be disclosed and discussed in an *in camera* CUSA Board meeting.
   b) *In camera* meetings are regularly scheduled to begin all public CUSA Board meetings.
   c) Agenda items shall be collected and prepared on the same schedule as the public CUSA Board meeting, and the agenda and related-items shall be distributed to voting-members at the same time as the public meeting agenda.
      i) An *in camera* meeting agenda shall not be posted online in advance of a meeting.
      ii) In the event of a special meeting of the CUSA Board that does not allow for the period of notice to be observed, the meeting shall proceed if the Agenda is approved by the Recording-Secretary of the CUSA Board. In such an event all relevant materials will be posted and distributed at the earliest possible time.
d) Following an in camera meeting, an agenda shall be posted online that shows the number of confidential items, and the nature of their confidentiality (using the criteria set out below in section 6(e)). This agenda shall include items brought up in new business.

e) A discussion or decision may only be held inconfidence if it fits at least one of the following criteria:

   i) Information regarding an ongoing negotiation, where disclosure would negatively affect CUSA’s position in the negotiation, or prejudice future negotiations of a similar nature;
   ii) Information about litigation or potential litigation involving CUSA;
   iii) Advice protected by solicitor-client privilege;
   iv) Personal information about an identifiable individual, unless such information has been voluntarily disclosed to the public by the person(s) affected;
   v) Information from the proceedings of a Confidential Committee;
   vi) Information regarding a sensitive human resources matter involving an identifiable individual; or,
   vii) Any other information which, if disclosed, could compromise or adversely affect the Corporation.

(1) Though this condition of confidentiality is open to broad interpretation, it should be used only sparingly, under unusual circumstances where the previously listed criteria for confidentiality do not apply.

f) If a discussion or decision hinges on a confidential consideration, then the entirety of the discussion/decision should be held in camera, even if other aspects of the discussion/decision are not confidential.

g) If there is any doubt as to the confidentiality of information being considered for discussion in a public CUSA Board meeting, it should be discussed in the following in camera meeting.

   i) New Business items are permitted in confidential CUSA Board meetings if they arise as a result of matters discussed in the preceding public CUSA Board meeting. Other New Business items are discouraged, as they limit the ability of the voting members to prepare.
   ii) Even if there are no in camera meeting agenda items submitted in advance of a CUSA Board meeting, an in camera meeting may still follow the public meeting to discuss matters arising from the meeting.
   iii) If an item whose confidentiality was uncertain is revealed not to be confidential, it is the responsibility of the chairperson to cease discussion, and table the matter for a future public CUSA Board meeting.
   iv) Minutes from in camera CUSA Board meetings shall continue to remain entirely confidential, even if the reasons for their confidentiality cease to
be relevant (e.g. a discussion about an ongoing negotiation that has since concluded).

v) The CUSA Board may permit specific individuals to attend a confidential meeting, or part of a confidential meeting, provided that those individuals have signed a confidentiality agreement with CUSA.

7) **Agenda Committee**

a) The Agenda Committee shall consist of:

   i) The Director of Student Development, as chairperson/facilitator;
   ii) The Chairperson of the CUSA Board;
   iii) The Vice-Chairperson of the CUSA Board;
   iv) The Executive Director (Principal Policy Advisior to the CUSA Board); and,
   v) The Executive Assistant (Recording-Secretary of the Board of Directors).
   vi) Resource members as needed by the committee

b) The Purpose of the Agenda Committee shall be to determine the agenda of a CUSA Board meeting. Decisions shall be guided by the above provisions, and may include;

   i) Determining whether or not an item should be placed on the agenda or referred to a committee of the board or another groups within CUSA
   ii) Identifying that status of meeting minutes under review and determining whether or not they are ready to be moved for approval;
   iii) Determining whether an item should be placed in the Public Meetings agenda, or the **in camera** agenda.
   iv) Ensuring that an Agenda Report accompanies matters for approval, identifying if additional supporting documentation is necessary for agenda items, and determining what supporting documentation is appropriate to post online with the agenda;
   v) Determining where the public meeting should be held:
   vi) Determining who, among staff and management resources, it would be appropriate to invite to the public meeting and/or permit at the in camera meeting; and,
   vii) Determining if it is appropriate to cancel or reschedule a future CUSA Board meeting

   c) The specific timing of Agenda Committee meetings shall be determined by the Recording-Secretary.

   d) The Recording-Secretary retains the authority to make all decisions with respect to the agenda. The Agenda Committee exists to support the Recording-Secretary in the execution of their duties, and shall only be utilized to the extent that the Recording-Secretary sees fit.

8) **Sub-Committees**

a) The CUSA Board will create Sub-Committees at their discretion to deal with the matters of the Board
b) The Committee Chairpersons will be elected at the first meeting following the annual general meeting from the membership of the Board with a simple majority vote.

c) Any vacancy in a Committee Chairperson role will be filled at the next duly called meeting of the Board from the membership of the Board with a simple majority vote.
CUSA Mandatory Training Policy

**Authority:** CUSA Board

**Date Ratified:** March 24, 2022

**Previous Amendments:** N/A

**Date Review:** January 2022

**Next Review Date:** January 2026

**Review Committees:**
- Joint Health & Safety Committee

**Delegates:**
- CUSA Executive Director
- CUSA Director of Human Resources

**Policy**
CUSA will provide ongoing training to our employees in the area of occupational health and safety to meet all legislative requirements and to maintain a safe and healthy work environment.

**Safety Policy Overview**
CUSA is committed to ensuring that our employees are protected from workplace injuries and illnesses whenever possible.

We want to ensure that safety training is provided to all employees to reduce the risk of injury to our employees. It is the responsibility of each and every employee to do their part in keeping themselves and their co-workers safe. Health and safety in the workplace starts with some basic safety rules and training. If an employee feels that they require training, they must make a formal request (see Training Policy) and submit it to a supervisor. The supervisor will review the request and forward a copy to human resources for approval.

CUSA has established a list of safety training programs that may be required by employees based upon their position within the company.

Human Resources will ensure that the training requirements for all employees are met and that the validity of the training is current and meets or surpasses the legislative requirements.

**General Training and Prevention Courses**
The following list of courses is provided for the protection of all employees, within the organization.

Committee
Joint Health and Safety Committee Certification (workplace inspections, accident investigations, responsibilities of all CUSA employees, etc.) – one manager and one employee member from each committee.

Other

- WHMIS (Regulation 860) - must be done by all staff
- First Aid/CPR (Regulation 1101) – basic
The Carleton University Student's Association (CUSA) is committed to protecting the privacy of the personal information of its members, students, subject matter experts and all users of its services. This Privacy Policy has been prepared to affirm CUSA's commitment to maintaining high standards of confidentiality, to provide information on about CUSA's practices concerning the collection, use and disclosure of your personal information and to comply with the Personal Information Protection and Electronic Documents Act (PIPEDA) and other applicable statutes.

The principles that form the basis of this Privacy Policy are derived from international standards, commonly referred to as the Fair Information Practice Principles (FIPPs). The principles are interrelated and although CUSA adheres to all the principles as a whole, each principle should be read in conjunction with the accompanying commentary.

As permitted by PIPEDA, the commentary in this Privacy Policy has been drafted to reflect privacy issues specific to CUSA. CUSA will continue to review this Privacy Policy to make sure that it remains current with exceptions, changing technologies, industry standards and applicable laws.

1. Scope and application

This Privacy Policy applies to personal information, in any form, collected, used or disclosed by CUSA in the course of commercial activities. It will not typically apply to information directly regarding CUSA's corporate clients. However, such information may be protected by other CUSA policies and through contractual arrangements.

This Privacy Policy does not impose any limits on the collection, use or disclosure of the following information by CUSA:

- information about an individual that is publicly available and is specified by regulation pursuant to PIPEDA.
- personal information that is not collected, used or disclosed, for commercial purposes.
- non-personally identifiable information; and
- the name, title, business address or telephone number of an employee of an organization, where collection, use or disclosure of such information is solely for the purpose of communicating with the person about his or her employment, business or profession.
The application of this Privacy Policy is subject to the requirements and provisions of PIPEDA, and any other applicable legislation or regulation. If you reside in British Columbia, Alberta, or Québec, then the substantially similar provincial privacy law of your province will apply to our handing of your personal information, rather than PIPEDA. In that case, reference in this Privacy Policy to PIPEDA shall be deemed to include your province’s substantially similar privacy law.

2. Definitions

collection: The act of gathering, acquiring, recording, or obtaining personal information from any source, including third parties, by any means.

consent: Voluntary agreement for the collection, use and disclosure of personal information for defined purposes. The form of consent we seek may vary, depending upon the circumstances and the type of personal information. In determining the form of consent, we take into account the sensitivity of the personal information and your reasonable expectations. Consent may be provided directly by you, or by your authorized representative, in accordance with applicable law.

disclosure: Making personal information available to a third party.

employee: An employee of, or an independent contractor to, CUSA. The inclusion of independent contractors within the definition of “employee” is for convenience of reference only and should in no manner imply that such independent contractors are our employees within the meaning of employment legislation or are in an employee-employer relationship with us.

personal information: Information about an identifiable individual but does not include information that is used for the purpose of communicating or facilitating communication with an individual in relation to their employment, business, or profession, such as the individual’s name, position name or title, work address, work telephone number, work fax number or work electronic address. Where an individual provides his or her home address to CUSA as their business contact information, the CUSA considers it to be business contact information, and is therefore not subject to protection as personal information. Information about corporations is not considered personal information.

third party: An individual or organization outside of CUSA.

use: The treatment, handling, and management of personal information by and within CUSA or by a third party with the knowledge and approval of CUSA.

we: Means (and “us”, “our”, and “ours” refer to) CUSA.

you: Means (and “your” refers to) the user of our services and products, and your successors, heirs, administrators, executors and assigns (as the case may be).

3. Accountability for our handing of personal information

CUSA is responsible for all personal information under its control and has designated the CUSA Privacy Officer to oversee privacy compliance. Other individuals within CUSA may be delegated to act on behalf of the CUSA Privacy Officer or to take responsibility for the day-to-day management of personal information. CUSA trains and communicates with employees about CUSA's privacy practices, including this Privacy Policy.
As appropriate, CUSA implements privacy policies and procedures to properly enforce this Privacy Policy, and we use contractual or other means to provide a comparable level of privacy protection while personal information is being processed or used by a third party.

4. Reasons why we collect, use and disclose personal information

CUSA collects personal information from you for the following purposes:

- to provide you with updates on advocacy initiatives between CUSA and Carleton University Administration or other organizations that require advocacy on the members behalf
- to provide you with information, products, or services that you request from us, including legislative updates, professional development programs, events, and other services that we make available, from time to time.
- to respond to member and other stakeholder needs.
- to carry out our obligations and enforce our rights arising from any contracts with you, including for billing and collection or to comply with legal or regulatory requirements.
- to notify you about changes to any products or services we offer or provide.
- to improve our products or services, marketing, or customer relationships and experiences.
- to measure or understand the effectiveness of the advertising we serve to you and others, and to deliver relevant advertising to you.
- in any other way we may describe when you provide the information.
- **to authenticate your identity, such as when you sign into your account.**
- for any other purpose with your consent, or as required or permitted by law.

Further reference to “identified purposes” mean the purposes identified in this section of this Privacy Policy.

We will indicate the identified purposes to you, orally, electronically or in writing, at or before the time your personal information is collected. Persons collecting personal information may explain the identified purposes or refer individuals to a designated person within CUSA who can explain these identified purposes.

5. Collection of personal information

If you request information, products or services from CUSA, we may collect your name, program information and contact details, including address(es), mailing preference, telephone, email address, and language preference.

We will never collect your specific Student ID unless it is required to validate your standing within Carleton University. If Student ID is required, we will never retain this information, and you may be required to provide such validation again.

You may also provide us your credit card information to pay for items you purchase. We collect this information only to set up your account, process the order, and provide you with the services you are purchasing. We do not store credit card information for later use.
CUSA collects and retains information about your transaction history when you use CUSA services and various programs, when the situation is deemed appropriate.

CUSA also provides individuals with an opportunity to specify certain preferences in service delivery; if an individual chooses to provide such information, CUSA will collect and maintain said information for the purposes of provision of services. (ie: meal preference at an event, or accessibility needs)

CUSA will only collect personal information that is necessary for the purposes identified in this Privacy Policy.

We collect no personal information about you unless you choose to provide that information to us. We do not use techniques that collect personal information about anyone without their knowledge. We only collect personal information about individuals when they specifically and knowingly provide it to us— for example, when they apply for membership, register for a program or complete a registration form. As a limited exception to this principle, we may collect personal information without your consent, where permitted by PIPEDA and other applicable laws.

You may withdraw consent at any time, subject to legal or contractual restrictions and reasonable notice. You may contact us for more information regarding the implications of withdrawing consent.

6. Consent for us to contact you about our products and services

The information you provide to CUSA – such as your name, address, etc. – allows CUSA to inform you about events and activities and to notify you of issues, events or special offers which may be of interest to you. By being a member or by requesting information or registering for events or courses offered by CUSA, you are giving CUSA permission to contact you by way of the information you provide. Members may choose not to be contacted by CUSA – need to insert unsubscribe mechanism, as well as phone and email address they can use to unsubscribe

7. Disclosure of personal information

CUSA will not disclose personal information for purposes other than those purposes for which it was collected, except with your consent or as required or permitted by law. CUSA may disclose your personal information:

- when we have your consent, whether express or implied.
- to your authorized representatives.
- if we are involved in a corporate reorganization or if we sell or lease all or part of our business; and only when a compelling reason exists
- to meet legal and regulatory requirements; and
- where required or permitted by law.

We will NEVER disclose your information to third parties for the purposes of direct marketing by said third party. We will NEVER sell your information.
In such circumstances, we will not disclose more information than is required for the purpose for which the information is being disclosed. We will also, whenever it is reasonable and practicable to do so, enter into privacy agreements with third parties with whom we share personal information.

We will retain personal information only if it remains necessary or relevant for the identified purposes or as required or permitted by law. Where personal information has been used to make a decision about you, CUSA shall retain, for a period of time that is reasonably sufficient to allow for access by you, either the actual information or the rationale for making such decision.

Only our employees who require access for legitimate reasons or whose duties reasonably so require are granted access to personal information.

We maintain reasonable controls, schedules and practices for personal information management retention and destruction. Personal information that is no longer necessary or relevant for the identified purposes, or is required by law to be retained, is destroyed, erased or made anonymous, as appropriate in the circumstances.

CUSA may share aggregate information – not personal information – about its members and customers with sponsors, potential sponsors, and other parties to help them better understand CUSA members and their interests. Such aggregate information is used to give CUSA demographic data about its members to improve the organization and the programs and services we provide.

8. CUSA Website

Cookies

CUSA's website uses cookies to customize your experience on our website. A cookie is a text-only string of information that a website transfers to the cookie file of the browser on your computer's hard drive, making it possible for the website to remember who you are and what your preferences are.

There are different types of cookies. A “session” cookie is erased from memory when a visitor’s browser closes. A “persistent” cookie expires based on a time set by the web server. Persistent cookies help websites identify specific visitors and their preferences when they return to a website.

Disabling or blocking cookies may affect your ability to use our website. If you want to change your cookie preferences, you must change your browser’s preferences to enable/keep, disable/block/restrict, or delete/remove cookies. For the best experience of our website, we recommend enabling cookies. Enabling cookies is handled by your browser's security settings, which are specific to each browser and operating system. Please check with the company that created your browser if you need more information.

Pixel tags
We may also use web beacons, clear gifs, or other similar technologies (Pixel Tags). A Pixel Tag is an electronic image, often a single pixel (1×1), which is ordinarily not visible, and which may be associated with cookies on the visitors’ storage drives. We may use Pixel Tags to track your use of our website for advertising, marketing, or promotional purposes, and to determine whether you opened an email message from us. This information also enables us to customize the services we offer you.

**Retargeting**

In some instances, we may generate profiles from your personal information. We may disclose these profiles to third parties to enable them to provide targeted content or advertisements to you, or for their own business analysis and research purposes, because you have previously visited our website (this process is sometimes referred to as Retargeting).

**So, you should be aware that:**

we may disclose information about which products and services you have viewed on our website, to third party vendors, so that they can use that information to deliver advertisements about products and services we think may be of interest to you.

for more information about how Retargeting works, you can visit Google’s website, which provides information about how Google Ads uses Retargeting;

Retargeting uses cookies. A number is assigned to the web browser, which identifies that web browser on a specific computer (but does not directly identify the user of the computer). That number is then used by the third-party vendor, to determine which websites you have visited, for the purpose of Retargeting; and if you would like to opt out of Retargeting, please see the “Your choices about how our website collects your information” heading below.

**Website traffic patterns**

Our internet servers may passively and automatically collect certain information about website visitors’ traffic patterns, which may be linked to their Internet Protocol (IP) addresses (which are unique internet “addresses” assigned to all internet users by their internet service providers). Server logs may record statistical information, such as visitors’ IP addresses, type of operating systems, time and duration of visit, pages requested, and identify categories of visitors by items such as domains and browser types. These statistics are only collected and used on an aggregate basis.

**Other information collected by our website**

Non-personal information, that does not directly or indirectly reveal your identity or directly relate to an identified individual, such as statistical or aggregated information. Statistical or aggregated data does not directly identify a specific person, but we may derive non-personal statistical or aggregated data from personal information. For example, we may aggregate personal information to calculate the percentage of users accessing a specific website feature.
**Technical information, including your login information, browser type and version, time zone setting, browser plug-in types and versions, operating system and platform, or information about your internet connection, the equipment you use to access our website, and usage details.**

**Non-personal details about your website interactions, including the full Uniform Resource Locators (URLs), clickstream to, through and from our website (including date and time), products or services you viewed or searched for, page response times, download errors, length of visits to certain pages, page interaction information (such as scrolling, clicks, and mouse-overs), methods used to browse away from the page.**

**Why do we collect this information?**

The information we collect automatically is statistical information and may include personal information, and we may maintain it or associate it with personal information we collect in other ways, that you provide to us, or receive from third parties. It helps us to improve our website and to deliver a better and more personalized service, including by enabling us to:

- estimate our audience size and usage patterns;
- store information about your preferences, allowing us to customize our website according to your individual interests, including showing you advertisements that we think will be of interest to you;
- speed up your searches;
- recognize you when you return to our website; and
- show our advertisements on external sites.

**Your choices about how our website collects your information**

We strive to provide you with choices regarding the personal information you provide to us.

You can opt out of several third-party ad servers' and networks' cookies simultaneously by using opt out tools created by Google Advertising, the Digital Advertising Alliance of Canada or by the Network Advertising Initiative. You may also opt out of our use of Google Analytics by visiting the Google Analytics opt out page. We may have reporting of your aggregate interactions with our ads across the Google Display Network or DoubleClick for Advertisers in conjunction with activity on our website.

You can also access these websites to learn more about online behavioural advertising and how to stop websites from placing cookies on your device. Opting out of a network does not mean you will no longer receive online advertising. It does mean that the network from which you opted out will no longer deliver ads tailored to your web preferences and usage patterns.

In addition, we have created mechanisms to provide you with the following control over your information:
Tracking Technologies and Advertising. You can set your browser to refuse all or some browser cookies, or to alert you when cookies are being sent. To learn how you can manage your Flash cookie settings, visit the Flash player settings page on Adobe’s website. If you disable or refuse cookies, please note that some parts of this website may not be accessible or may not function properly.

Promotional Offers. If you have opted in to receive certain emails from us but no longer wish to have your email address/contact information used by CUSA to promote our own or third parties’ products or services, you can opt out by contacting us.

If we have sent you a promotional email, you may unsubscribe by clicking the unsubscribe link we have included in the email.

If you do not want us to use information that we collect or that you provide to us to deliver advertisements according to our advertisers’ target-audience preferences, you can opt out by using the opt out tools created by the Digital Advertising Alliance of Canada, the Network Advertising Initiative or Google Advertising.

9. Accuracy of personal information

We make reasonable efforts to ensure that personal information we collect, use or disclose is as accurate, complete and up to date as necessary for the purposes for which it is to be used. If you find any errors in our personal information holdings, we should be informed so that we can make the appropriate corrections. We will convey these corrections to any third party that may have been provided inaccurate information. For personal information that remains in dispute, we will make note in our records of your opinion as to accuracy of the relevant personal information.

10. Security of personal information

CUSA endeavours to maintain appropriate safeguards and adequate physical, procedural, and technical security with respect to our offices and information storage facilities so as to prevent any unauthorized access, disclosure, copying, use, or modification of personal information.

Safeguards include securing physical documents and technological measures by way of secure access and encryption. CUSA employees are authorized to access personal information based only on their need to deal with the information for the reason(s) for which it was obtained.

Safeguards are in place to ensure that the information is not disclosed or shared more widely than is necessary to achieve the purpose for which it was gathered. We also take measures to ensure the integrity of this information is maintained and to prevent its being lost or destroyed.

We protect personal information disclosed to third parties by contractual agreements stipulating the confidentiality of the personal information and the purposes for which it is to be used.

To ensure the integrity and privacy of the personal and credit card information you pass to us via the Internet when you make an online transaction, CUSA has obtained a Secure Socket Layer (SSL) Server Certificate, the industry standard with 256-bit encryption. All information collected within a secure page is encrypted while being transmitted to CUSA’s secure server. The server is protected by a firewall that is regularly updated when new patches and fixes are released.
We may engage service providers to assist us with fulfilling the purposes for which personal information has been collected, used and disclosed, and, in some instances, these service providers may be located outside Canada. We only select service providers that protect personal information in a manner that is comparable to the protection we provide under our own privacy policies. However, personal information may be subject to, and accessed under, the laws of the countries in which our service providers operate. If you have any questions about our transfer of personal information to our service providers outside Canada, or if you would like to learn more about our privacy policies in that regard, please contact the CUSA Privacy Officer at the contact information provided below.

11. Openness concerning our policies and procedures

We are open about the policies, procedures, and practices we use to protect your personal information. Information about these policies, procedures and practices will be made available to you either electronically or in writing.

12. Access to your personal information

You may access any personal information that we have concerning you, and which has been collected, used, or disclosed for a commercial purpose, by sending a written request to the CUSA Privacy Officer. **CUSA may advise you in advance if there is a minimal charge to conduct a search of our records and will respond within 30 days or advise that the request for access is subject to an extension as authorized by PIPEDA.**

To protect your privacy, you may be required to provide sufficient identification, in order to permit us to account for the existence, use and disclosure of certain personal information and to authorize access to such information. Any such information will only be used for this purpose.

We may not be able to provide personal information to you if doing so would violate the privacy of a third party or if certain personal information is subject to legal privilege, contains information proprietary to us or a third party, is too costly to retrieve, or cannot be disclosed for other legal reasons. If we are unable to provide access to all or part of your personal information, we will explain our reasons for such a decision.

Where you have been provided with access to your personal information, you shall be able to challenge the accuracy and completeness of your personal information and have it amended as appropriate.

Personal information that is disclosed to third parties by us will be subject to the general laws applicable in the jurisdiction in which the third-party conducts business. As a result, and in certain limited situations, we may not be legally permitted to account for certain collections, uses or disclosures of personal information. In most circumstances, however, we shall provide an account of the collection, use and disclosure of personal information and, where reasonably possible, we shall state the source of the personal information. In providing an account of disclosure, we shall provide a list of organizations to which we may have disclosed your personal information when it is not possible to provide an actual list.
13. Challenging compliance with privacy laws

All questions or concerns regarding our privacy practices should be directed to the CUSA Privacy Officer.

We will investigate all complaints concerning compliance with this Privacy Policy and if a complaint is found to be justified, we will take appropriate measures to resolve the complaint including, if necessary, amending our privacy policies and procedures. We will inform you of the outcome of the investigation regarding your complaint.

14. Third-Party Ad Networks

We use third parties such as network advertisers to serve advertisements on our Site and on third-party websites or other media (e.g., social networking platforms). This enables us and these third parties to target advertisements to you for products and services in which you might be interested. Third-party ad network providers, advertisers, sponsors and/or traffic measurement services may use cookies, JavaScript, web beacons (including clear GIFs), Flash LSOs and other tracking technologies to measure the effectiveness of their ads and to personalize advertising content to you. These third-party cookies and other technologies are governed by each third party’s specific privacy policy, not this one. We may provide these third-party advertisers with information about you.

Users in the United States may opt out of many third-party ad networks. For example, you may go to the Digital Advertising Alliance (“DAA”) Consumer Choice Page for information about opting out of interest-based advertising and their choices regarding having information used by DAA companies. You may also go to the Network Advertising Initiative (“NAI”) Consumer Opt-Out Page for information about opting out of interest-based advertising and their choices regarding having information used by NAI members.

Opting out from one or more companies listed on the DAA Consumer Choice Page or the NAI Consumer Opt-Out Page will opt you out from those companies’ delivery of interest-based content or ads to you, but it does not mean you will no longer receive any advertising through our Site or on other websites. You may continue to receive advertisements, for example, based on the particular website that you are viewing (i.e., contextually based ads). Also, if your browsers are configured to reject cookies when you opt out on the DAA or NAI websites, your opt-out may not be effective. Additional information is available on the DAA’s website at www.aboutads.info or the NAI’s website at www.networkadvertising.org.

Online Behavioral Advertising and How You Can Opt-Out

We may work with third-party advertising companies who may utilize cookies and web beacons, and data collected on our services, to customize advertisements to you on our services, as well as on other websites or mobile applications in their networks beyond our services. Among other things, these customized advertisements may advertise our products and services and third party products and services on websites or mobile applications not affiliated with us. Some of these ads are online behavioral advertising – which serve
advertisements that are more likely to be of interest to you using non-personal behavioral information. Such ads may contain cookies that allow monitoring of websites and mobile applications (including our own services) and your response to such advertisements. Cookies or web beacons placed by these companies do not collect personal information, and the third-party advertising companies do not have access to or use your name, address, e-mail address, telephone number or other personal information; they may however, anonymously track your usage across our services and other websites or mobile applications in their networks. We limit companies that place our ads from using information for any purpose other than to assist us in our advertising efforts.

For more information about these third-party advertising companies’ privacy policies, visit the Network Advertising Initiative’s website at http://www.networkadvertising.org. If you prefer to not receive targeted advertising, you can opt-out of network advertising programs that use your information. To do so, please visit: the Network Advertising Initiative’s opt-out page.

15. Contact Us

If you have any questions or concerns about this Privacy Policy or about CUSA’s information handling practices, please contact us at:

Attn: Privacy Officer Dustin Rivers Executive Director

Email: privacy@cusaonline.com

By Mail: 401 University Centre, 1125 Colonel By Drive, Ottawa, ON K1S 5B6

To further understand your rights please also visit the Office of the Privacy Commissioner of Canada’s website at https://www.priv.gc.ca/en/.
## Custody of Administrative Privileges for IT Policy

<table>
<thead>
<tr>
<th><strong>Authority:</strong></th>
<th>CUSA Board</th>
<th><strong>Date Ratified:</strong></th>
<th>March 27, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Previous Amendments:</strong></td>
<td>N/A</td>
<td><strong>Date Review:</strong></td>
<td>March 2022</td>
</tr>
</tbody>
</table>
1) **Objective**
   a) To outline the staff and offices within CUSA who should have administrative privileges on various forms of IT software necessary for CUSA to operate.

2) **Definitions**
   For the purposes of this policy unless the context demands a separate interpretation:
   a) **Executive Director** - shall be the top long-term tenured and top administrative employee as defined by the Not For Profit Corporations Act (2010)

3) **Policy Administration**
   a) The Executive Director has the responsibility of maintaining the administrative access to all Corporation-wide CUSA administrative programs essential for the operations of CUSA. Examples include the Google Suite, Zoom License, or Monday.com.
      i) This policy shall extend to other similar IT software or administrative tools not explicitly named or which may come into use in the future.
   b) The Executive Director may share administrative access to Corporation-wide CUSA administrative programs as necessary to achieve corporate goals or where the responsibility of administrative access is better suited for another member of the Corporation.
   c) As redundancy is a core tenant of stability, the Executive Director should always share administrative access of every IT software with another member of the Senior Management team, or at a minimum ensure each software they have access to has a way for the Corporation to access the administrative back-end of the program in the event of a sudden incapacity to remain in the role of Executive Director that inhibits the ability of the Executive Director to share administrative access.
   d) The Executive Director shall keep a record with the Director of Human Resources of all IT softwares they have administrative access to and who else from the Senior Management team is capable of accessing the administrative back end.

4) **Custody in the event of a vacancy in the Executive Director position**
   a) In the event of a vacancy in the office of the Executive Director, the Chair of the Board or the President/CEO shall immediately inform the CUSA Director of Human Resources.
   b) The CUSA Director of Human Resources shall reference the record maintained by the Executive Director to ensure the former Executive Director has access.
removed from all softwares where they had administrative access. This will likely involve notifying other members of the Senior Leadership team of the vacancy and having them remove the Executive Director from administrative access on any program where they shared administrative access.

c) The Director of Human Resources shall maintain the record of software administrative access until a new Executive Director is appointed.

d) The President/CEO as well as the Chair of the CUSA Board shall only be permitted to have administrative access to any IT software program after undergoing Personal Information Protection and Electronic Documents Act training.

5) **Deference to law**

a) Administrative access and operations of Senior Management and anyone else within CUSA with administrative access shall be compliant with the Personal Information Protection and Electronic Documents Act

b) Administrative access and operations of Senior Management and anyone else within CUSA with administrative access shall be compliant with the Employment Standards Act

c) Administrative access and operations of Senior Management and anyone else within CUSA with administrative access shall be compliant with the Not-For-Profit Corporations Act (2010)
Departmental Procedure Approval Policy

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>Human Resources</th>
<th>COMPETENT CHAMBER</th>
<th>CUSA Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE No.</td>
<td>H-49</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>DATE OF ENACTMENT</td>
<td>01 April 2022</td>
<td>LAST AMENDED</td>
<td></td>
</tr>
</tbody>
</table>

## Purpose

The purpose of this policy is to allow individual departments of CUSA to organize procedures at a departmental level.

## Definitions

a. “Departmental Procedure” means any procedure established to manage operations at a departmental level.

## Implementation

a. Departments of CUSA may establish Departmental Procedure in order to organize procedures that govern their respective department.

b. Departmental Procedure can be ratified, deratified, or amended by a department’s Senior Manager or their designate at that same Senior Manager’s discretion; and
   i. The department’s Senior Manager or their designate is responsible for ensuring that the Departmental Procedure is properly implemented and executed.

## Monitoring

a. An exhaustive collection of a department’s Departmental Procedure must be maintained by each respective department’s Senior Manager; and
   i. Must be made available to the Board of Directors upon request; and
   ii. Must be presented to the Board of Directors annually
Dispute in Interpretation Policy

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Dispute in Interpretation of Policy, Procedure, Agreement, Term of Employment, or Otherwise</th>
<th>DATE OF ENACTMENT</th>
<th>01 April 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE No.</td>
<td>G-XX</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Governance</td>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

1) **Objective**
   a) To outline the process to be followed when a dispute over interpretation of a Policy, Procedure, Agreement, Term of Employment, Motion of the Board, or memorandum of understanding between two internal departments or entities occurs.

2) **Policy Administration**
   a) Disputes of interpretation within corporate operations should always be elevated to Board Subcommittee or the full Board for interpretation
   b) The Board may consult legal advice on interpretation
   c) No binding action shall be taken until the matter of interpretation has been resolved by the Board or relevant Board Subcommittee.
   d) The Board may defer interpretation to CUSA Council at their discretion, especially when the matter of interpretation involves Executive employment contracts, compensation, reporting responsibilities, duties, or benefits.

3) **Paramountcy**
   a) The CUSA Board is the highest corporate decision making body of CUSA.
Early & Safe Return to Work & Modified Work Program Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 24, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: January 2026</td>
</tr>
<tr>
<td>Review Committees: Joint Health &amp; Safety Committee</td>
<td>Delegates: CUSA Executive Director CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

Policy
CUSA encourages early intervention and rehabilitation of all injured or ill employees. CUSA will provide modified work and work transitioning whenever possible to accommodate the restrictions and limitations of each employee during their rehabilitation and recovery period.

Safety Policy Overview
The modified work program is a means of accommodating an employee’s temporary or permanent work restrictions. It is designed primarily to assist injured employees or those returning from an illness to make a safe and speedy return to their regular duties. It is usually a temporary measure that is to bridge the gap between injury/illness and return to regular duties.

Program Definition
Modified work is any job, task, or function in which an employee who suffers from a temporary disability due to illness or injury can perform work safely without risk of further injury, as confirmed by their treating physician.

Gradual Return to Work is when an employee will perform modified or regular work duties for partial hours and graduate on a set period to full duties.

Principles of Modified Work
During a modified work program, an employee will be paid at one hundred percent (100%) of their current wage. This program is for a limited period of time, to a maximum of six (6) weeks, and the program will cease if the rehabilitation goals are not met. The program may be extended.

The modified work offered to the injured employee should be work that has meaning, purpose and adds value to CUSA. The modified duties offered to temporary injured employees must not
aggravate, potentially re-injure the employee or hinder the employee’s rehabilitations process. The duties performed by the employee shall assist in returning them to regular duties and position over a predetermined schedule.

The offering and selection process shall be done by all involved parties (employee, supervisor and HR). All parties shall agree on:

- Type of work to perform.
- Hours of work
- Reporting requirement
- Medical reporting

The accepted modified work program will be in writing and signed by a supervisor and employee confirming acceptance.

The modified work program is designed to set fair parameters for the re-introduction of injured employees back into the work force back to meaningful and productive tasks and activities. The involved parties will need to review the Functional Abilities (FAF) form provided by the medical practitioner to select the most suitable task for the employee to perform. The program will promote open lines of communication between employees, supervisors, human resources and the treating physician.

**Roles and Responsibilities**

**Human Resources**

- Discuss with the Director and Manager to see if meaningful and productive work can be created for the injured employee’s position or find other suitable duties for the employee.
- Monitor the injured employee’s progress through a documented meeting with supervisor and employee. The meeting schedule will be determined case by case.
- Have contact with the employee’s treating physician when required for clarification.
- Review and make decisions on the modified work program after reviewing the physician’s note.
- Request the employee to conduct medical bi-weekly follow up with the treating physician.
- Document all communication between the employee, supervisor and the treating physician.

**Supervisor**

- Advise and have the employee read and sign (Form 14) Declaration of Modified Work. And have the employee take the form to the treating physician to review and complete.
- Have treating physician complete Functional Abilities Form (FAF)
- In consultation with the Human Resources and employee, devise suitable modified work program for the injured employee.
- Maintain weekly communications with returning employee.
Perform weekly progress reports on how the employee is doing in their modified roles and tasks.

**Employee**

- Read and sign the Declaration of Modified Work (Form 14) and take the form to the treating physician to review and complete then return the forms to a supervisor promptly.
- Take Functional Abilities Form (FAF) to the treating physician to assess abilities.
- To maintain weekly communication with supervisor.
- Complete in consultation with a supervisor a weekly progress report.
- Attend bi-weekly medical follow-up with a treating physician.
- Schedule and arrange rehabilitation treatments and doctor’s appointment(s) if possible outside regular business hours.

**Health Care Provider**

- Provide up to date medical information and evaluation to the employer.
- When required by either the employer or employee, act as a resource to aid in the modified program.
# Emergency Response Plan Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 24, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Previous Amendments:</strong> N/A</td>
<td><strong>Date Review:</strong> January 2022</td>
</tr>
<tr>
<td><strong>Next Review Date:</strong> January 2026</td>
<td><strong>Delegates:</strong></td>
</tr>
<tr>
<td><strong>Review Committees:</strong></td>
<td>CUSA Executive Director</td>
</tr>
<tr>
<td>Joint Health &amp; Safety Committee</td>
<td>CUSA Director of Human Resources</td>
</tr>
<tr>
<td>Human Resources Subcommittee of the Board</td>
<td></td>
</tr>
</tbody>
</table>

## Policy

CUSA is committed to maintaining a safe work environment. In the event that CUSA is faced with an emergency situation:

- Fire or explosion
- Flood
- Gas leaks

Immediate action will be taken to protect the health and safety of all employees.

## Safety Policy Overview

You are expected to participate and follow the emergency response procedures for your workplace. These procedures will be explained to you during your orientation.

An emergency response plan will be posted.

**Safety Plan**

A safety plan will be posted on the health and safety communication board at both locations. You should familiarize yourself with that safety plan.

The plan will include:

- A diagram of the building layout with items identified:
  - Emergency Exits.
  - Fire extinguishers.
Names of CUSA First Aid responders
First aid Kit locations
Emergency evacuation procedure (Form 25).
Assembly area.

Roles and Responsibilities

Fire/Emergency evacuation designate
- Control the flow of the evacuation. Direct the employees and contractors to the designated meeting place.
- Contact the Facilities Coordinator and emergency departments required for the situation.
- Control the area around the emergency, keeping the public and other individuals from becoming involved.
- Conduct a head count to ensure that the area/building is completely cleared including people listed on the visitor log
- Speak with the emergency crews to ensure proper communication.

Employees
- Leave the area. Walk, do not run.
- Alert others.
- Inform supervisor
- Call 911 from a safe area
- Await direction from the fire department

Training
All employees will be informed of their responsibilities during the orientation process, if the employees have any questions or concerns they must speak with their supervisor or manager.
Ergonomic and Musculoskeletal Disorder Prevention Policy

PURPOSE:
The purpose of this document is to ensure that all CUSA staff are educated about Musculoskeletal Disorder (MSD) risk factors and prevention. CUSA will integrate MSD prevention strategies proactively as well as reactively and conduct risk assessments to identify the presence of MSD risks. CUSA will control MSD risks through the application of controls.

1.00 Scope

1.01 This policy applies to all CUSA employees, volunteers and visitors.

2.00 Definitions

2.01 “Awkward Posture” any fixed or constrained body position that overloads muscles, tendons, or joints. Generally, the more a joint deviates from the neutral position the more the posture is considered to be “awkward” and the greater the risk of injury.

2.02 “Neutral Posture” are those in which the muscles, tendons, and joints function optimally and require the least amount of effort to maintain.

2.03 “Static Posture” is a body position that requires sustained physical effort, without joint movement.

2.04 “Force” is generated through muscular effort during (and during attempted) lifting, pushing, pulling, and carrying tasks. Such muscular force allows for controlled movement of the body.

2.05 “Repetition” is a task that uses the same muscles repeatedly. Repetition may be measured in terms of minutes, hours or workday (e.g. 3 per minute, 25 per hour, 30 times per shift). The level of risk depends on frequency of repetition, time for rest/recovery, speed of motion, postures required and amount of force required.

2.06 “Physical Demands Description” is a process to document the overall various physical attributes of a job. A well-documented PDD identifies force, posture, repetition and duration of tasks.

2.07 “Ergonomics” is the science of fitting the task to the worker by balancing the job demands with the capabilities of the human. The profession applies theory, principles, data, methods, and analysis to design in order to optimize human
well-being and overall system performance. (Association of Canadian Ergonomists, 2006)

3.00 Responsibilities

3.01 Employee:

(1) Comply with policy and procedures at all times;
(2) Participate in Annual Ergonomic Blitz and complete all necessary assessments;
(3) Report any unsafe acts, hazards, equipment problems or any other unsafe tasks related to ergonomics to your supervisor; and,
(4) Report any incidents, accidents and near misses related to ergonomics to your supervisor immediately and co-operate in any investigation as required.

3.02 Management:

(1) Enforce the policy through regular monitoring strategies;
(2) Encourage all staff to report MSD symptoms early;
(3) Respond to all staff reports of MSD symptoms promptly;
(4) Contact the Health & Safety Coordinator to access assistance in implementing MSD controls when solutions are not immediately identified;
(5) Maintain records of communication with staff; and,
(6) Maintain ergonomic equipment assigned to their department.

3.03 Health and Safety Coordinator:

(1) Enforce the policy, procedures and program;
(2) Provide equipment, necessary resources and initial and ongoing staff training;
(3) Conduct an annual ergonomic blitz with applicable assessments;
(4) Ensure all staff are educated in MSD symptoms and proper equipment use;
(5) Report all findings of investigations to senior management; and,
(6) Conduct incident investigations associated with MSD incident/accident reports.

3.04 Joint Health & Safety Committee:

(1) Incorporate MSD risks into monthly workplace inspection;
(2) Review incident/accident investigation reports related to ergonomics;
(3) Review policy and program annually; and,
(4) Make recommendations to management.

4.00 Procedures

4.01 Training:
(1) MSD education will be included in orientation for new workers and refreshers for existing staff.
(2) Education will include awareness, MSD definitions and reporting of incidents and risks.
(3) Department specific orientation shall include specific MSD hazards, proper use of ergonomic equipment, set up of workstations and work organization strategies.

4.02 MSD Reporting:
(1) Ensure positive reinforcement of workers reporting MSD signs and symptoms.
(2) Workers should use the Hazard Reporting Form as defined in the Hazard Reporting Policy to report all MSD hazards.
(3) Workers should use the Injury and Illness Reporting Form as defined in the Injury and Illness Reporting Policy to report all MSD incidents and injuries.

4.03 Referral for Ergonomic Assessment
(1) When identified ergonomic hazards and risks through investigations, inspections and reports from workers are identified, Western University's Ergonomist or another appropriate external resource (i.e. Workplace Safety and Prevention Services) will be contacted to conduct an ergonomic assessment.

4.04 Purchasing
(1) Where appropriate, prior to decisions being made about the purchase of new ergonomic equipment or furniture, Western University's Ergonomist will be contacted to conduct an ergonomic assessment.
(2) Input from the employee along with the information from the ergonomic assessment should be considered when making a purchase related to ergonomic equipment or furniture.
(3) Whenever possible, items should be trialed for no less than 1 weeks' time to ensure compatibility with MSD risk reduction.

5.00 Communication
5.01 This policy will be explained as needed to workers through orientation health & safety training or task-specific training.

6.00 Evaluation
6.01 This policy will be evaluated on an annual basis
Executive Director Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 8th, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments:</td>
<td>Date Review: March 8th, 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: May 2024</td>
</tr>
<tr>
<td>Review Committees:</td>
<td>Delegates:</td>
</tr>
<tr>
<td></td>
<td>Chair of the Board</td>
</tr>
<tr>
<td></td>
<td>CUSA President/CEO</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
</tr>
</tbody>
</table>

1) **Objective**
   a) To outline and ensuire the duties and responsibilities of the Executive Director, as well as appointment, removal, and vacancies

2) **Appointment & Authority**
   a) Appointed by the Board of Directors
      i) There shall be an Executive Director (ED) who shall be appointed by and report directly to the CUSA Board
      ii) The ED shall carry out any and all of the administrative duties and responsibilities as established by the CUSA Board
      iii) All aspects of the ED’s employment contract shall be under the authority of the CUSA Board, and any changes to the ED's employment relationship, including removal and any severance package, shall require approval of the CUSA Board

3) **Day-to-Day Supervision**
   a) The CUSA Board shall delegate the President/CEO to have day-to-day supervisory responsibility for the ED and shall participate in the Board’s annual performance assessments of the ED
   b) The CUSA Board may designate another Board member or officer of the Corporation to supervise the day-to-day activities of the ED in the event the Board finds the President/CEO should no longer be afforded this responsibility

4) **Responsible to the Board**
   a) The ED shall be responsible to, and shall hold office at the pleasure of the CUSA Board

5) **Vacancy**
a) Should there be a vacancy on the ED position, the CUSA Board may appoint an Acting ED
b) The CUSA Board shall determine a course of action to fill the position permanently within an appropriate timeline.

6) Priorities, Duties, and Responsibilities

a) The CUSA Board shall maintain and clearly communicate a Job Description and a list of priorities for the ED to accomplish throughout their term
b) The ED shall provide regular updates on the status of the CUSA Board’s priorities, as well as regular reports outlining progress, challenges, and accomplishments within the corporation.
   i) Given the unique, student driven nature of the organization, the ED shall provide an abundance of clear and concise information to the CUSA Board, and shall take every opportunity to receive feedback regarding the administration
c) This list of priorities shall be reviewed annually by the Human Resources Committee of the Board, and the ED, and shall be approved by the Board
d) The ED shall obtain the advice of legal counsel, auditors, consultants, and other external sources as deemed necessary and in accordance with the CUSA Board defined Procurement Policy, guidelines, and budget allowances
e) The ED shall attend CUSA Board meetings, and may attend Council and Standing Committee meetings, with the right to speak, but not the right to vote
f) The ED shall participate in the annual budget process with the Vice President Finance / Secretary-Treasurer, President, Director of Finance, and shall ensure the budget is followed, or amended as needed per the Operating and Capital Budget Approval Policy and Procedures, once instituted
g) The ED shall work with the Vice President Finance / Secretary-Treasurer to ensure that Corporate Policy is communicated to, and followed by, all applicable staff
h) As outlined in Human Resources Policy, the ED shall be responsible for the employment relationship with all CUSA full time staff. The Board may recommend a change in CUSA’s relationship with a specific employee to the ED, but may not themselves change the relationship between CUSA and a full time employee who is not the ED.
Executive Officer Accountability and Discipline Policy

1) Objective
   a) TO strengthen and ensure the transparency and accountability of all members of the CUSA Executive.

2) Policy Statement
   a) The Terms of Reference for each Executive Officer is set out in the CUSA ByLaw and Executive Officers Terms of Reference. The operation of the organization is greatly affected by the performance of its Executive Officers. The purpose of this policy is to set out the performance expectations for the Executive Officers and to outline measures to be taken in the event an Executive Officer fails to meet the expectations outlined herein.
   b) Discipline is not intended to be punitive in nature, but rather is intended to correct and improve performance. CUSA wishes to ensure all members of the Executive perform their duties in compliance with all bylaws, rules, regulations, instructions, procedures, and best practices, and where executive performance falls short, reasonable opportunity for performance improvement is available.

3) Application
   a) This policy applies to all Executive Officers of the Corporation

4) Administration
   a) This policy is administered by the CUSA Board

5) Executive Officer Responsibilities
   a) Each Executive Officer is expected to be aware of and adhere to the following:
      i) CUSA ByLaws, policies, and procedures;
      ii) Applicable university Bylaws, codes, policies, and procedures;
iii) Applicable federal, provincial, and municipal legislation and regulations;
iv) Strict abstention from any type of act that has, or might reasonably be seen to have, an adverse effect on the reputation or the proper functioning of the Corporation; or on the health, safety, or rights of any persons or groups;
v) Competent portfolio management including expectations set out in the Executive Officers Terms of Reference and job descriptions; and
vi) Any other guidelines, rules, regulations or policies as set out by the CUSA Board or CUSA Council. Any such guidelines should be communicated in writing to each Executive Officer by the President, in consultation with the Director of Human Resources. Where any material changes are made to any such document applicable to one or more of the Executive Officers, such changes will be communicated to all of the Executive Officers in writing.

b) In relation to Executive Officer accountability, the President shall be responsible for the following:
   i) Addressing and resolving any barriers that may get in the way of Executive Officers completing their work duties as assigned;
   ii) Providing each Executive Officer with adequate training, staff, support, and equipment in order to complete their assigned duties, in conjunction with the Executive Director and the management team of the Corporation; and
   iii) Notifying an Executive Officer immediately when an issue relating to the Executive Officer’s performance has been identified.
   iv) Alerting the Chair of the CUSA Board immediately in the event that misconduct or other serious performance issues have been identified with an Executive Officer.

c) In relation to Executive Officer accountability, the other Executive Officers are responsible for the following:
   i) Notifying the President immediately when an issue relating to the President’s performance has been identified
   ii) Alerting the Chair of the CUSA Board immediately in the event that misconduct or other serious performance issues have been identified with the President.

6) Discipline Process and Procedures
   a) Initiation of Disciplinary Process:
      i) In the event that an Executive Officer is believed to have failed to meet their duties and responsibilities, as set out in this document or the Executive Officer Terms of Reference, a disciplinary process may be initiated.
      ii) The disciplinary process shall be initiated upon receipt of a written complaint in relation to an Executive Officer’s conduct. A written complaint
in relation to an Executive Officer’s conduct should be directed to the Chair of the CUSA Board of Directors.

iii) Upon receipt of a complaint, the Chair shall prepare a written outline of the complaint setting out the particulars of the Executive Officer’s conduct. The written particulars shall be provided to the Executive Officer for response.

iv) Following the receipt of a complaint, the CUSA Board shall, by a vote requiring a simple majority, determine whether the disciplinary process will be initiated, having regard to the nature and seriousness of the allegation(s) of misconduct, the Executive Officer’s response and the need for further investigation.

v) If the CUSA Board determines that the disciplinary process shall be initiated, the Board may direct that a Discipline Committee be established to consider the complaint setting out particulars of the Executive Officer’s conduct.

1. A Discipline Committee established by the Board may only investigate the conduct of the Executive Officer for which it was formed.

2. The creation of a Discipline Committee by the Board to investigate an Executive Officer’s conduct does not preclude the creation of another Discipline Committee to investigate the conduct of a separate Executive Officer.

vi) Following a vote of the Board to establish a Discipline Committee, the Chair of the CUSA Board shall notify the Executive Officer in question of the decision.

b) Constitution of a Discipline Committee:

i) The Discipline Committee shall be comprised of:

1. Three (3) Directors, voting
2. The President, ex-officio, voting
3. Director of Human Resources, ex-officio, non-voting

ii) In the event that the President is the subject of or a witness in the Discipline Committee’s investigation, the Vice President Finance / Secretary-Treasurer shall assume their position on the Discipline Committee

1. In the event that the Vice President Finance / Secretary-Treasurer is the subject of or witness in the Discipline Committee’s investigation, the Speaker of Council shall assume their position on the Discipline Committee

2. In the event that the Speaker of Council is unable to assume the position on the Discipline Committee, a replacement shall be named in accordance with Section 6.b)i)

iii) In the event a member of the Discipline Committee has a conflict of interest, they must recuse themselves and the remaining voting members
shall name a replacement from Council, the Board, or the Executive Officers.

iv) Quorum of the Discipline Committee shall be three (3) voting members.

v) A decision or order of the Committee shall be made by way of majority vote.
   
   (1) A recommendation of a sanction by the Committee may only be made by an affirmative vote constituting the majority of the Committee.

   (2) In the event of a tied vote, no decision, order, or recommendation shall be made.

vi) The Discipline Committee shall elect from amongst itself a Chair, who shall not be either the Chair of the Board or the President.

   (1) In the event that the Vice President Finance / Secretary-Treasurer has assumed the President’s position on the Discipline Committee, they shall not be eligible to be elected as the Chair of the Committee.

7) Discipline Committee’s Mandate

a) Upon receipt of the particulars of a complaint, the Disciplinary Committee shall:
   
   i) Initiate an investigation to determine whether the matter warrants any form of discipline if it is determined such an investigation is required;

   ii) Recommend an informal form of response as may be appropriate;

   iii) Discuss the matter if no further investigation or discipline is warranted; and then

   iv) Receive and consider the result of any investigation and determine if discipline is warranted.

b) The Discipline Committee shall be permitted to engage an external investigator where required, to conduct a fact-finding investigation in relation to any alleged misconduct outlined in the particulars of a complaint at any time.

8) Conduct of Investigation

a) Once a decision has been made to initiate an investigation, the Disciplinary Committee shall promptly notify the Executive Officer whose conduct is in question.

b) The Executive Officer shall be entitled to respond to the Disciplinary Committee regarding the allegation in writing or orally.

c) The Director of Human Resources may act as a resource to the Executive Officer or any parties involved in the investigation.

9) Notice to Member and Member’s Right to Hearing

a) If, after an investigation, the Discipline Committee concludes that a form of discipline may be warranted, it shall promptly notify the Executive Officer.

b) The notice shall be in writing and shall be sent to the Executive Officer’s email address on file with CUSA. If the Executive Officer is on leave at the time, the
notice shall be sent by courier to the last mailing address on file with the Corporation.

(c) The notice shall inform the Executive Officer that he or she may respond to the allegations by making written submissions, or by asking for a hearing before the Discipline Committee.

(d) The Executive Officer’s response to the notice may be received by the Discipline Committee within thirty (30) days of delivery of notice

10) Hearing

(a) If the Executive Officer elects to respond to the notice by way of written submissions, the Discipline Committee shall render a decision on the basis of the investigation report and other such submissions.

(b) If the Executive Officer elects to have a hearing, the Discipline Committee shall hold a hearing as soon as is practical.

(c) The Discipline Committee shall have the power to determine procedures of the hearings as appropriate. Notwithstanding this power, the Executive Officer shall be entitled to call witnesses and make oral submissions before the Committee.

(d) Upon receiving all the investigation reports and hearing the submissions of the Executive Officer, the Discipline Committee shall determine where the member committed any misconduct. The Executive Officer will have the opportunity to make submissions as to the nature and extent of the disciplinary action to be taken against them.

(e) Should the Discipline Committee find disciplinary action appropriate, the Discipline Committee may then communicate a recommendation to the CUSA Board that the Executive Officer undergo such discipline as it considers just. Such recommendations of discipline may include:
   i) A reprimand; and/or
   ii) A censure; and/or
   iii) A suspension (with or without pay), lasting no longer than 10 business days; and/or
   iv) A recommendation of removal to Council; and/or
   v) Dismissal for cause

11) Disciplinary Action Against an Executive Officer

(a) Pursuant to the ByLaws of the Corporation, the Board and/or Council shall have the authority to enforce disciplinary action against an Executive Officer, up to and including removal from office, by a two-third (⅔) supermajority vote of either or both entity or entities, with or without a recommendation from the Discipline Committee.

12) Discipline Committee Considerations

(a) Upon receiving a complaint, an investigation should investigate the conduct of the member involved and such investigation should include:
   i) Determining relevant witnesses;
   ii) Meeting with relevant witnesses; and
iii) Meeting with the Executive Officer whose conduct has been the subject of complaint.

b) Considerations when determining appropriate level of discipline:
   i) Previous record of Executive Officer;
   ii) Whether or not the incident is isolated;
   iii) Whether or not the member was provoked or provoked others;
   iv) Seriousness of the offense; and
   v) Other mitigating factors (age, disability, illness, etc.)

c) Other considerations:
   i) To the extent possible all investigations shall be kept confidential.
   ii) The Discipline Committee may consult with a lawyer in the process. It is particularly recommended if allegations are serious.
1) **Objective**
   a) This policy outlines financial approval mechanisms, and attempts to place appropriate spending limits on CUSA Executives and management.

2) **Budget**
   a) CUSA Operating and Capital budgets require approval by CUSA Council and the CUSA Board

3) **Audit**
   a) At each Annual General Meeting (AGM)/Annual Members Meeting (AMM), Vice President Finance / Secretary-Treasurer or the auditors shall present prior year’s audited financial statements.
   b) At each Annual General Meeting (AGM)/Annual Members Meeting (AMM), CUSA Council shall appoint Auditors to hold office until the close of the next AGM/AMM.
      i) Every five years, a Request for Proposal may be sent to audit firms qualified to provide the type of audit that meets the needs of the Corporation.
      ii) The Executive Director is responsible for making recommendations to the CUSA Board when selecting the firm to be awarded the audit contract. Acceptance of the audit contract will be evidenced by a signed audit engagement letter.
      iii) A report will be prepared by the CUSA Board for CUSA Council summarizing the RFP process and the factors involved in selecting the auditors.

4) **Spending Outside of the Approved Operating Budget**
   a) Spending outside of the approved operating budget is subjected to the following approvals:
      i) Executive spending outside of the approved executive operating budget.
(1) Any unbudgeted spending, or spending that exceeds budget amounts by more than $4,999 requires the approval of CUSA Council

ii) All spending outside of the approved corporate operating budget.

(1) Any unbudgeted spending, or spending that exceeds budget amounts by more than $14,999 requires the approval of the CUSA Board

5) Spending of the Approved Capital Budget
   a) Spending within the approved capital budget.
      i) All spending of $50,000 or more within the approved capital budget requires CUSA Board approval
   b) Spending outside of the approved capital budget.
      i) All spending outside of the approved total capital budget requires CUSA Board approval.
Finance & Governance Subcommittee of the Board Terms of Reference

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>DATE OF ENACTMENT</th>
<th>LAST AMENDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; Governance Subcommittee of the Board Terms of Reference</td>
<td>12 April 2022</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REFERENCE No.</th>
<th>NEXT REVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-02</td>
<td>01 May 2024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>COMPETENT CHAMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

1. Objective

Responsibility for reviewing financial documents as well as ByLaw and policy changes and providing recommendations to the CUSA Board. The Finance & Governance Subcommittee of the Board will review and provide recommendations on Quarterly reports, the budget, financial policy, investments, the reserve, and any other financial information as needed while ensuring compliance through finance policy development. Additionally, the subcommittee is expected to work with the Vice President Finance / Secretary-Treasurer to ensure any policy plans are being followed.

2. Membership

The Committee shall be comprised of:

- a. Three Directors
- b. Vice President Finance / Secretary-Treasurer (non-voting resource)
- c. Director of Finance (non-voting resource)
- d. Director of Student Student Development (non-voting resource)
- e. Executive Director (non-voting resource)
- f. President/CEO (non-voting resource)

Any voting member of the CUSA Board may attend any Finance & Governance subcommittee meeting as a non-voting resource member.

3. Chairperson

The Chairperson of the subcommittee will be a CUSA Board member elected by a simple majority by the CUSA Board.

4. General Duties

The committee shall be responsible for the following:

- a. Review financial documents and provide recommendations to the CUSA Board on Quarterly reports, the budget, financial policy, audited financial statements, investments, the reserve, and any other financial information as needed.
b. Explore initiatives to increase financial efficiency and ensure compliance.
c. Conduct regular reviews of CUSA ByLaw, Policy, and Procedure
d. Review all proposed amendments to CUSA ByLaw, Policy, and Procedure
e. Develop the legislative calendar for the CUSA Board
f. Present all recommendations to the CUSA Board to be reviewed and ratified

5. Meeting frequency

The subcommittee will meet before each duly called CUSA Board meeting as outlined in the Board Legislative Calendar. The subcommittee can also meet on an ad-hoc basis as time sensitive matters arise.
Finance Policy

1) **Objective**
   a) To outline the fundamentals of financial operations of CUSA.

2) **Definitions**
   For the purposes of this policy unless the context demands a separate interpretation:
   a) **Executive Officer** shall mean the President and Vice Presidents, student leaders who are at the head of the organization.
   b) **Approving Authority** is the body (either Council or the CUSA Board) who has oversight over a particular budget.
   c) **Fiscal Year** shall be the Fiscal Year of CUSA, which starts on May 1st and ends April 30th.
   d) **CUSA** shall mean the Carleton University Students’ Association of Carleton University
   e) **Constituents** shall mean the undergraduate students of Carleton University
   f) **Signing Officer** shall mean individuals able to authorize financial transactions and bind the organization.
   g) **Council** shall refer to the assembled membership of CUSA.

3) **Student Fees**
   a) To pay for its operations and services, CUSA shall levy student fees from its constituents.
   b) **CUSA Council & the CUSA Board** shall have joint jurisdiction over the levying of student fees on constituents of CUSA.
      i) CUSA Council may choose to defer the right to make decisions on specific fees to voters via referendum
      ii) CUSA Council may accept advice from the CUSA Board or any Subcommittee of the Board on policy surrounding student fees or fees themselves.
      iii) The CUSA Board may accept advice from CUSA Council or any Committee of Council on policy surrounding student fees or fees themselves.
c) In the event that a constituent does not pay an optional fee funding a specific CUSA service, CUSA may restrict that constituent’s access to the specific services funded by that fee.

4) Budgets & Expenditures
   a) CUSA’s expenditures shall be guided by a budget produced and approved as part of the annual budgeting process.
   b) There shall be two components to the budget
      i) The Corporate Budgets shall be overseen by the Executive Director and their designates
      ii) The Executive Budgets shall be overseen by the Executive Director and their designates as well as the Executive Officers of the Corporation
   c) Budgets for a fiscal year shall be approved after the preceding fiscal year by the relevant approving authority:
      i) The Approving Authority for the Executive Budgets shall be CUSA Council
      ii) The Approving Authority for the Corporate Budgets shall be the Board of Directors.
   d) The Executive Director shall be accountable for the performance of the corporate budgets.
   e) Each Executive Officer shall have their own budget and shall be independently accountable to CUSA Council for the performance of their budgets. The resources allocated to each executive officer shall only be alterable by resolution of Council.
   f) Intentional spending outside the budgeted amount for each line shall be disclosed to the relevant Approving Authority at the earliest possible meeting of the relevant entity.
   g) The CUSA Board shall establish a Purchasing Policy or Procurement Policy governing procurement, purchasing, contracts, sponsorships and other transactions.

5) Financial Transparency
   a) CUSA shall post its audited financial statements in a publicly accessible format once approved by the CUSA Board.
   b) On a quarterly basis, the Vice President Finance / Secretary-Treasurer or their designate shall present an executive summary of the actual expenditures under each budget to the relevant Approving Authority.
   c) CUSA shall post its annual executive and corporate budgets in a publicly accessible format.
   d) The Vice President Finance / Secretary-Treasurer shall be responsible for continuously promoting the financial transparency of the organization.

6) Officers
   a) The Vice President Finance / Secretary-Treasurer is the Chief Financial Officer of CUSA and is principally responsible for overseeing the organization’s finances.
b) The Executive Director shall also be independently accountable to the CUSA Board to ensure the integrity of the corporation’s financial statements and the financial stability of the corporation.

c) The CUSA Board shall determine the signing authorities for CUSA, while considering the following four roles hold the most responsibility for the budget:
   i) Vice President Finance / Secretary-Treasurer
   ii) Executive Director
   iii) Director of Finance, or equivalent position as designated by the Executive Director
   iv) President/CEO

d) The CUSA Board should consider the importance of having at least one full-time staff person and one Executive Officer as a signing authority, when possible.
Financial Reporting Policy

1) Objective
   a) This policy outlines financial reporting within CUSA, including what types of reporting is required, when it is required, and the level of detail required.

2) CUSA Council
   a) Council shall receive the following financial reports
      i) Audited Financial Statements
         (1) Audited financials shall be reported to CUSA Council after they have been approved by the CUSA Board.

3) CUSA Board
   a) The CUSA Board shall receive the following financial reports.
      i) Audited Financial Statements
         (1) Audited financials shall be reported to the CUSA Board for their approval following their completion.
         (2) Audited statements will be reported on by the CUSA auditors.
         (3) The level of detail required shall be determined by CUSA's auditors
      ii) Quarterly Financial Reports
          (1) Quarterly reports shall go to the CUSA Board in November for Q2 (August, September, October), February for Q3 (November, December, January), May for Q4 (February, March, April), and at the summer meeting of the CUSA Board for Q1 (May, June, July), should a summer meeting be held.
          (2) Quarterly reports shall be delivered in the format specified by the CUSA Board.
          (3) Quarterly reports shall contain the following information for that period.
              (a) Summary of student fees, and transfers out.
              (b) Summary of all CUSA business units.
              (c) Summary of all CUSA departments.
(d) Report shall highlight any student fee, transfer out, business unit, or department that has underperformed, or exceeded budget expectations by the lesser of $30,000 or 5%.

(e) Quarterly reports must include a statement of cash flows.

(f) Quarterly reports must include a narrative discussing highlighted budget discrepancies, and any other information that should be noted.

(g) Quarterly reports shall include a list of government remittances.

(h) Quarterly reports shall include a breakdown of executive spending, broken down by executive.

4) **Board Finance Subcommittee**
   a) The Finance Subcommittee of the CUSA Board shall receive the following financial reports.
      i) All CUSA Board financial reports prior to their Board presentation.
      ii) Monthly executive summary
          (f) The Board finance committee shall receive and review the monthly executive summary.
First Aid Policy

**Authority:** CUSA Board  
**Date Ratified:** March 24, 2022

**Previous Amendments:** N/A  
**Date Review:** March 2022

**Next Review Date:** January 2026

**Review Committees:**  
Joint Health & Safety Committee

**Delegates:**  
CUSA Executive Director  
CUSA Director of Human Resources

**PURPOSE**

The purpose of this document is to outline how Carleton University Students Association (CUSA) provision of first aid.

1.00 **SCOPE**

1.01 This policy applies to all CUSA employees, volunteers, and visitors.

2.00 **DEFINITIONS**

2.01 “Qualified first aider” is a holder of a valid St. John Ambulance Emergency First Aid Certificate or its equivalent.

3.00 **RESPONSIBILITIES**

3.01 Any need for first aid treatment or supplies will immediately be reported by,

(1) Employees to their managers.
(2) Volunteers and visitors to their supervisors.

3.02 Anyone needing first aid treatment or medical care when working outside of regular business hours will call upon one of the following for assistance:

(1) A first aid attendant who is also working at this time; or
(2) Campus Safety (911 or non-emergency (613) 520-3612)

3.03 A person accompanying an injured employee to follow-up care once first aid has been provided
will

(1) Ensure the employee has safely arrived and is under any appropriate care; and
(2) Report on the status of such safe arrival and delivery into care to the CUSA Director of Human Resources.

3.04 The primary first aid attendant or external safety equipment supply resource will ensure the following is completed

(1) Inspecting the first aid kit to ensure it is adequately supplied at least once every three months;
(2) Recording each inspection of the first aid box with the date, name/signature, and note of any used/missing supplies; and then
(3) Immediately taking steps to replenish any used/missing supplies.

3.05 Managers will periodically check the First Aid Log in their areas of work to ensure they know about all nearby incidents.

4.00 Procedures

4.01 First aid stations shall be so located as to be easily accessible for the prompt treatment of any worker at all times when work is in progress.

4.02 A first aid kit shall contain as a minimum the first aid items required by Regulation 1101 of the Workplace Safety and Insurance Act and all items in the box shall be maintained in good condition at all times.

4.03 A qualified first aider must be on every shift, and work in the immediate vicinity of the first aid station.

4.04 The first aid attendant records in the First Aid Log all circumstances surrounding the incident as described by the injured employee. The treatment record includes: the date of the injury, time of the injury, the names of witnesses, and the nature and exact location of the treatment given. Each first aid station has its own First Aid Log.

4.05 At the time an injury occurs, the injured worker’s employer shall provide transportation for the worker (if the worker needs it) to a hospital or physician located within a reasonable distance or to the worker’s home. The employer shall pay for the transportation.

4.06 The preferred method of transportation is by taxicab, uber, lyft, or other rideshare program.

4.07 In case first responder assistance is desired,

(1) The ambulance attendants will direct or provide transportation to further treatment
(2) If the worker refuses transportation or additional medical attention then the employee will not be allowed to continue work until medical clearance is provided (by the first responders or other medical staff).
(3) The employee’s supervisor (or a designate) will accompany the employee to the destination (e.g. hospital, doctor’s office, home) to ensure the employee has safely arrived
and is under any appropriate care, and to report this status to the Director of Human Resources.

4.08 When first aid assistance is rendered, the Injury/Illness Reporting Policy will be followed. Begin by completing the Injury/Illness Reporting Form.

5.00 Communication

5.01 This policy will be explained as needed to workers through orientation health & safety training or task-specific training.

6.00 Evaluation

6.01 This policy will be evaluated on an annual basis through the Continuous Improvement Plan.

Authority: Chief Operating Officer Date Ratified:

Previous Amendments:
Gap Analysis Policy

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>GAP Analysis Policy for Human Capitol</th>
<th>DATE OF ENACTMENT</th>
<th>01 April 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAST AMENDED</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REFERENCE No.</td>
<td>H-49</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td><em>(See Appendix A)</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Human Resources</td>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

PURPOSE:

CUSAs are a unique work environment that requires a diversity of skills and ability to ensure an efficient CUSA. To ensure that all required skills are present in order to meet the needs of the organization, this policy outlines how regular analysis of departmental capacity and human resources will be conducted.

1.01 SCOPE

(1) This Policy applies to all full-time members of the CUSA both elected and hired.

1.02 ADMINISTRATION

(1) The Director Human Resources is responsible for administering the revisions of this Policy, with regular reports.

1.03 EXPECTATIONS AND RESPONSIBILITIES

1.04 CUSA shall:

(1) Maintain an up to date Gap Analysis that outlines departmental and staffing needs.
(2) Review the operational and skills gap within a department as well as any succession considerations or vacancies. This review will be conducted on an annual basis and presented to the Board of Directors.
(3) Conduct the Gap Analysis as per the Gap Analysis Procedure.
Hazard Reporting Policy & Procedures

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 24, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td>Review Committees: Joint Health &amp; Safety Committee</td>
<td>Delegates: CUSA Executive Director, CUSA Director of Human Resources</td>
</tr>
<tr>
<td>Next Review Date: January 2026</td>
<td></td>
</tr>
</tbody>
</table>

Policy
CUSA has established a Hazards Reporting policy and procedure to follow when employees, supervisors and/or contractors observe unsafe acts and conditions that have the potential to endanger the safety and health of an employee.

Safety Policy Overview
This policy will apply to all employees and contractors that work at CUSA locations, when a potentially hazardous or dangerous situation or act arises that can endanger the safety of the employees.

Unsafe Acts are behaviors which may lead to an accident. Example: Employees not wearing fall protection on roof tops

Unsafe Conditions are circumstances, which could allow accidents to happen. Example: Missing guardrail from ramp in parking area.

Reporting Procedure
1. The employee must report the situation to a supervisor immediately as outlined under the Occupational Health and Safety Act Section 28(1)(c)(d).
2. The supervisor and employee will complete an (Form 4) Unsafe Condition Report.
3. Location of hazard.
4. Define the problem.
5. Rate the hazard level.
6. Outline corrective action.
7. The supervisor will initiate the corrective action and ensure that the situation is rectified.
8. The completed form will be forwarded to management and the Joint Health and Safety Committee to review and follow-up on the situation.

Role and Responsibilities

Employees
- Report to his/her supervisor the existence of hazards which they are aware of.
- Report to his/her supervisor any problems or defects in the equipment or devices.
- With the supervisor complete an unsafe condition report.

Supervisor
- Complete an unsafe condition report with the employee.
- Initiate the corrective actions to stop the unsafe act or condition.
- Follow up on the corrective action to ensure that it is still in place and is suitable for the situation.

Health and Safety Representative
- To review unsafe condition reports and make recommendations.

Human Resources
- Review all unsafe condition reports.
- Review recommendation(s) and make a decision on corrective actions.
- Inform employees of the decision.
Policy
CUSA has compiled a list of several health and safety guidelines that all employees, contractors and visitors must abide by while present at CUSA locations.

Safety Policy Overview
The following general health and safety guidelines must be utilized by all parties at the various locations to ensure the safety of everyone involved. If any of these items are not within safety guidelines complete an unsafe condition report (Form 4) and report it to your supervisor.

Health/Hygiene
Employees exposed to health hazards must be provided with the proper protective equipment and receive training. The training must include instruction on the hazards of the substance, the content of labels and data sheets, as well as the precautions to be followed in the handling, use and storage of substances, the proper use and care of personal protective equipment and the proper use of emergency procedures.

First aid for employees must be readily available.

Electrical Equipment
Improper installation or use of electrical equipment or tools can often cause serious and fatal injuries. Frayed wiring, broken sockets or overloading a circuit can be the cause of fires and can also contribute to injury.
Cord connected electrical equipment and tools must be effectively grounded.

Electrical equipment must be suitable for its intended use and certified by either the Canadian Standards Association or the Ontario Hydro Electrical Inspection Department.

Tools and other equipment which are capable of conducting electricity and endangering the safety of any person must not be used near live electrical installations or equipment where they might make electrical contact with the live conductor.

Circuit breakers or fuse boxes should be marked legibly to show the circuits covered.

Electrical interlocks installed to shut down machinery or equipment in an emergency should be inspected at regular intervals and be properly maintained. Interlocks should never be bypassed or otherwise rendered ineffective.

Only qualified electricians should carry out repairs to electrical equipment and machinery.

Lighting

Poor lighting can be the cause of injuries, fatigue and errors.

Lighting fixtures, reflectors, windows or skylights used for natural lighting must be regularly inspected to ensure that they are clean.

Automatic emergency lighting must be provided in an area of the building solely dependent upon artificial lighting, and checked once every three (3) months.

Personal Protective Equipment

Personal protective equipment is designed to provide an effective barrier between you and potentially dangerous objects, substances and processes. When operations and/or policies dictate the use of such equipment as prescribed under the applicable regulations, the applicable personal protective equipment must be used.

Basic personal protective equipment may include, but is not limited to:

**Fall Arrest Equipment**

When there is no other form of protection from falling when working from a height of greater than three (3) meters, employees shall wear approved fall arrest equipment.

**Eye and Face Protection**

CSA/ANSI approved safety glasses with side shields or goggles must be worn whenever the nature of the job presents an eye hazard. When grinding, a face shield must be worn in addition to the eye protection.

**Hearing Protection**
CSA/ANSI approved hearing protection must be worn when the sound level in the work area exceeds the permissible occupational exposure levels as prescribed under the regulations.

**Hand Protection**

Appropriate gloves must be worn when handling rough, sharp or hot objects and caustics, acids, solvents, concrete or chemicals as prescribed under the regulations.

**Manual Lifting**

Size up the load and check its overall condition prior to lifting. Do not attempt to lift alone if load appears too heavy or awkward. Check for adequate space for movement and good footing.

It is important to maintain good balance during a lift. Place feet shoulder width apart, with one foot beside the article to be lifted and the other foot placed behind the load. Bend the knees and do not stoop. Keep the back straight by tucking in the chin and using your stomach muscles.

Grip the load with the palms of the hands and the fingers. The palm grip is much more secure than a finger grip. With grip in place, tuck in the chin to make certain the back remains straight.

Use your body weight to start the load moving and then lift by pushing up with the legs, making full use of the stronger set of leg muscles. Keep the arms and elbows close to the body when lifting. Make certain your vision is not obstructed and you can always see where you are going.

Do not twist the body. To change direction, shift the foot position and then turn the whole body in the same direction.

If the load is to be lowered, bend the knees and do not stoop. To place the load on a bench, shelf or table, lower it onto the edge and then push it into position to secure.

**Ladders**

- Ladders must be long enough to pass landing points by three (3) feet.
- Ladders must be held until tied off.
- Top and bottom landing areas must be kept clear.
- Inspect all ladders for defects prior to use. If the ladder is showing any signs of wear or defects, report them to your immediate supervisor.
- Verify that ladders maintain a 4:1 safe working angle.
- Stepladders must be fully opened with the spreader arms locked.
- Do not work off the top two (2) rungs of a ladder.
- Do not use a painted wooden ladder.
- Always maintain three (3) points of contact when climbing up a ladder.

**WHMIS (Workplace Hazardous Material Information System)**

The Workplace Hazardous Material Information System is designed to provide employees with vital information about the hazardous materials or substances used and stored in the workplace.

The key elements are:

- Labels on all hazardous products.
- Material Safety Data Sheets that provide additional information.
- Employee education.

Always take the time to read the supplier label. The labels will tell you:

- Material and supplier identification.
- Hazard symbols.
- Risks.
- Precautionary measures.
- First aid measures.

Material Safety Data Sheets are available for all hazardous products. All flammable and combustible chemicals must be stored in a CSA approved container.

**General Housekeeping**

All employees are responsible to see that their work area is kept clean and free from slip, trip and fall hazards at all times.

Debris and garbage must be removed on a regular basis. If conditions become unsafe, employees shall report this condition to their supervisor.

**Fire Prevention**

Prevention and protection go hand-in-hand. There are some basic items you should know about fire prevention which include:

- Where fire extinguishers are located.
- The proper operation of a fire extinguisher.
- The emergency evacuation routes and assembly area.
- Check with your supervisor. You must know the emergency response procedures you are to follow in the event of a fire.
CUSA believes that all accidents can be prevented. This can be achieved by making safety an integral part of every task and job. Safety rules do not guarantee freedom from risks or hazards. They do not cover every job situation. Good judgment is the key to a safe and healthy workplace.

Accident prevention is best achieved by being alert, ensuring the safe way to accomplish each task is understood and that everyone is always aware of changing situations that may compromise safety.

It is the primary concern of CUSA that no person becomes injured while employed by CUSA. This can be accomplished by not acting impulsively and thinking about what you are going to do before you do it. Consider the hazards and take the necessary precautions.

Before starting any task, ask yourself the following:

¡ Do I understand what is required and the way to complete this task?
¡ Is there a written procedure? If not, should there be?
¡ What are the hazards associated with this task?
¡ What safety procedures have been included in the task process to eliminate any hazards?
¡ If the hazard cannot be eliminated, what personal protective equipment is necessary to effectively manage the hazard?
¡ What could go wrong and what actions should be taken to minimize the consequences?
¡ Have all of the above questions been discussed with everyone involved on the job?
¡ What could go wrong if the task is carried out this way?

Everyone is responsible for safety. This can only be accomplished by accepting that responsibility and doing the right things at the right times in a safe manner.
Duties and Responsibilities of Workplace Parties

Policy
Provincial legislation outlines the duties and responsibilities of all workplaces. CUSA is committed to compliance with all of these requirements. It is the responsibility of the management team to promote, communicate and demonstrate the importance of an effective health and safety program.

Safety Policy Overview

Employer
In Ontario, employers covered by the Occupational Health and Safety Act have duties and obligations (Section 25) to ensure that:

- The equipment, materials and protective devices as prescribed are provided.
- The equipment, materials and protective devices provided are maintained in good condition.
- The measures and procedures prescribed are carried out in the workplace.
- The equipment, materials and protective devices provided are used as prescribed.
- A floor, roof, wall, pillar, support or other part of a workplace is capable of supporting all loads to which it may be subjected without causing the materials therein to be stressed beyond the allowable unit stresses established under the Building Code Act.

An employer must also:

- Provide information, instruction and supervision to an employee to protect their health and safety.
- Upon request, in a medical emergency for the purpose of diagnosis or treatment, provide information in the possession of the employer, including confidential business information, to a legally qualified medical practitioner and to such other persons as may be prescribed.
- Acquaint an employee or a person in authority over an employee with any hazard in the work and in the handling, storage, use, disposal and transport of any article, device, equipment and/or biological, chemical or physical agent.
- Offer assistance and cooperation to a health and safety committee in the carrying out of any of their functions.
Take every precaution reasonable for the protection of an employee.

Post a copy of the Occupational Health and Safety Act and any explanatory material prepared by the Ministry, both in English and French, outlining the rights, responsibilities and duties of employees.

Prepare and review a written occupational health and safety policy and develop and maintain a program to implement that policy.

Post a copy of the occupational health and safety policy.

Provide to the committee the results of any reports in respect to occupational health and safety that are in the employer's possession and, if the reports are in writing, a copy of the portions of the report that concern occupational health and safety.

Advise employees of the results of reports and, if the reports are in writing, make available to them on request copies of the portions of the report that concern occupational health and safety.

Keep and maintain accurate records of the handling, storage, use and disposal of biological, chemical or physical agents as prescribed.

Accurately keep, maintain and make available to the employee affected such records of the exposure of an employee to biological, chemical or physical agents as may be prescribed.

Notify the Directors of the use or introduction into a workplace of such biological, chemical or physical agents as may be prescribed.

Monitor at various intervals the levels of biological, chemical or physical agents in a workplace and keep and post accurate records thereof as prescribed.

Comply with a standard, limiting the exposure of an employee to biological, chemical or physical agents as prescribed.

Where so prescribed, provide an employee with written instructions as to the measures and procedures to be taken for the protection of an employee.

Carry out such training programs for employees, supervisors and committee members as may be prescribed.

Senior management will continuously work on improving the organization on an annual basis to create a safe work environment.

Management

Provide training and instruction to all staff in order to protect the health and safety of all employees.
Understand and enforce CUSA’s Health and Safety policy as well as the Occupational Health and Safety Act and Regulations.

Provide all staff with proper, well-maintained tools and equipment as well as any other personal protective devices that may be required.

Take every precaution reasonable in the circumstances for the protection of an employee.

**Employees**

The Occupational Health and Safety Act gives four (4) basic rights to employees.

**The Right to Participate**

Employees have the right to be part of the process of identifying and resolving workplace health and safety concerns. This right is expressed through employee membership on the Joint Health and Safety Committee.

**The Right to Know**

Employees have the right to know about any potential hazards to which they may be exposed. This means that employees have the right to be trained and to have information on machinery, equipment, working conditions, processes and hazardous substances. The part of the Occupational Health and Safety Act that implements the Workplace Hazardous Materials Information System (WHMIS) plays an important role in giving employees the right to know.

**The Right to Refuse Unsafe Work**

Employees have the right to refuse work that they believe is dangerous to either their own health and safety or that of another employee. The Occupational Health and Safety Act describes the exact process for refusing dangerous work and the responsibilities of the employer in responding to such a refusal.

**The Right to Stop Dangerous Work**

Under certain circumstances, certified members of the Joint Health and Safety Committee have the right to stop work that they feel is dangerous to an employee. The Occupational Health and Safety Act sets out the steps that must be followed when issuing this stop work order.

All employees of CUSA must follow the duties of employees under Section 28 of the Occupational Health and Safety Act. To meet the requirements of Section 28 employees must:

- Perform work with a safety-first attitude.
- Comply with the Occupational Health and Safety Act as well as the CUSA health and safety policy.
Immediately report any injury or accident, no matter how minor, to their supervisor.

Wear, use and properly maintain all personal protective equipment wherever required by their supervisor and legislation.

Assist new employees in recognizing job hazards and follow proper procedures.

Ensure proper forms are available if a visit to the hospital is required after work hours.

Designated CUSA employees are to attend Joint Health and Safety Committee meetings.

Be accountable for one's own safety and work in a manner so as to not endanger fellow employees.

Receive the full cooperation and respect of both management and all others in the workplace.

Employee Health and Safety Representatives

Be familiar with the requirements of the Occupational Health and Safety Act and Regulations for Industrial Establishments as well as the CUSA health and safety policy.

Follow the published guidelines for health and safety representatives and perform workplace inspections once a month as required by the Occupational Health and Safety Act.
Hiring Policy & Procedure

**Authority:** CUSA Board

**Date Ratified:** March 24, 2022

**Previous Amendments:** N/A

**Date Review:** March 2022

**Next Review Date:** May 2024

**Review Committees:**
- Human Resources Committee

**Delegates:**
- CUSA President/CEO
- CUSA Executive Director
- CUSA Director of Human Resources

1) **Objective**
   a) To outline the principles and processes through which positions within the Corporation are filled if not otherwise explained or covered in CUSA’s governing documents.

2) **Principle**
   a) The Carleton University Students’ Association (CUSA) does not discriminate on the basis of sex, gender identity or expression, religion, race, colour, national or ethnic origin, age, disability, sexual orientation or political affiliation. Hiring for all positions within CUSA shall be carried out in a professional and ethical way and based on the merit of each individual applying for the position, cognizant of structural barriers to employment.

3) **Policy Administration**
   a) The CUSA Board may approve the creation, restructuring, or moving of a position across inter-CUSA departments and classifications, but all positions shall fall into one of the following categories or offices:
      i) Executive (class 1)
         1) President/CEO
         2) Vice President Finance / Secretary-Treasurer
         3) Vice President Internal
         4) Vice President Student Life
         5) Vice President Student Issues
         6) Vice President Community Engagement
      ii) Senior Leadership (class 2)
         1) Executive Director
(2) Director of Human Resources
(3) Director of Finance
(4) Director of Communications & Strategic Initiatives
(5) Director of Student Development

iii) CUPE 3011 Unionized Positions (CUPE 3011)
(1) Student Services Manager
(2) Communications Coordinator
(3) Building Operations Manager
(4) Building Operations Assistant Manager & Technical Coordinator
(5) Events & Programming Coordinator
(6) Student Groups Administrator
(7) Graphic Designer
(8) Accounts Payable & Payroll Administrator
(9) Accounts Receivable
(10) Haven Books Manager
(11) Haven Cafe Manager
(12) Ollie’s Manager
(13) Ollie’s Assistant Manager
(14) Unified Support Centre Administrator
(15) Rooster’s Coffeehouse Manager

iv) Executive or Management Adjacent Student Positions (Class 3)
(1) Executive Assistant / Recording Secretary
(2) Executive Coordinator
(3) Research & Advocacy Coordinator
(4) Policy Coordinator
(5) Business Development Coordinator
(6) Speaker of Council
(7) Deputy Speaker of Council

v) CUPE 1281 Unionized Student Positions (CUPE 1281)
(1) Haven student employees
(2) Ollie’s student employees
(3) Rooster’s student employees
(4) Carleton Disability Awareness Centre (CDAC) Administrative Coordinator
(5) CDAC Programming Coordinator
(6) Gender & Sexuality Resource Centre (GSRC) Administrative Coordinator
(7) GSRC Programming Coordinator
(8) Director of Hatch
(9) Mawandoseg Centre Student Leader
(10) Racialized & International Student Experience (RISE) Administrative Coordinator
(11) RISE Programming Coordinator
(12) Wellness Centre Administrative Coordinator
(13) Wellness Centre Programming Coordinator
(14) The Womxn’s Centre Administrative Coordinator
(15) The Womxn’s Centre Programming Coordinator
(16) Front Desk student employees
(17) Social Media Coordinator

vi) Full-time short-term Contracted Positions & Consultants (Class 4)
   (1) Business Advisor
   (2) Chief Returning Officer
   (3) Governance Consultant
   (4) Other Ad-Hoc Consultants

b) All positions will be advertised externally through the CUSA webpage and other CUSA locations for at least 14 days prior to a set deadline.
   i) Class 4, CUPE 3011, and CUPE 1281 positions may be exempt from this process due to clauses within Collective Bargaining Agreements (CBAs) or where a hiring process is otherwise outlined below.

c) Where appropriate, Class 1, Class 3, and CUPE 1281 positions will be advertised through the Carleton myCareer webpage, RRRA webpage, and The Charlatan.

d) Where appropriate, Class 2, CUPE 3011, and Class 4 positions will be advertised through LinkedIn, Indeed, CharityVillage, CACUSS, COCA, or other relevant professional associations

e) Postings for CUSA jobs shall include the following:
   i) Name of position
   ii) Reporting relationships
   iii) Duties and responsibilities
   iv) Required and desired qualifications
   v) Compensation
   vi) Union status; and
   vii) Any other criteria determined by the direct supervisor, area supervisor, or Director of Human Resources

f) The following phrases shall be included on each job posting:
   i) “CUSA values employment and educational equality and welcomes applicants from diverse groups including (but not limited to): women; aboriginal people; people of colour; people with disabilities; international students; and gay, lesbian, bisexual, transgendered people.”
   ii) "We thank all candidates for their interest, however, only those selected for an interview will be contacted."

g) Hiring panels may decide to invite Resource Members by majority vote, but an effort will be made to reach consensus on inviting Resources Members to hiring panels.
4) Class 1 Hiring
   a) The President/CEO is elected by students-at-large in results compiled by the Chief Returning Officer in line with the Elections Policy and ratified by CUSA Council
   b) The Vice President Finance / Secretary-Treasurer is selected in accordance with the Vice President Finance / Secretary-Treasurer Nominating Committee and settled by CUSA Council
   c) The Vice Presidents Internal, Student Life, Student Issues, and Community Engagement are elected by CUSA Council in line with the Vice Presidential Elections Policy

5) Class 2 Hiring
   a) Executive Director
      i) The Hiring panel for the Executive Director shall consist of
         (1) Outgoing Executive Director (Where possible)
         (2) Chair of the CUSA Board
         (3) Up to two (2) interested CUSA Board Directors, selected by the CUSA Board
         (4) President/CEO
         (5) Director of Human Resources or delegate
   b) Director of Human Resources
      i) The Hiring panel for the Director of Human Resources shall consist of
         (1) Executive Director
         (2) President/CEO
         (3) Vice President Internal or delegate
         (4) Chair of the CUSA Board
         (5) One CUSA Board member, if willing
   c) Director of Finance
      i) The Hiring panel for the Director of Finance shall consist of
         (1) Executive Director
         (2) President/CEO
         (3) Director of Human Resources or delegate
         (4) Vice President Finance / Secretary-Treasurer
         (5) One CUSA Board member, if willing
   d) Director of Communications & Strategic Initiatives
      i) The Hiring panel for the Director of Communications & Strategic Initiatives shall consist of
         (1) Executive Director
         (2) President/CEO
         (3) Director of Human Resources or delegate
         (4) Vice President of Community Engagement or delegate
         (5) One CUSA Board member, if willing
   e) Director of Student Development
i) The Hiring panel for the Director of Student Development shall consist of
   (1) Executive Director
   (2) President/CEO
   (3) Director of Human Resources or delegate
   (4) Vice President Student Issues or delegate
   (5) One CUSA Board member, if willing

f) Director of Student Services
   i) The Hiring panel for the Director of Student Services shall consist of
      (1) Executive Director
      (2) Director of Human Resources or delegate
      (3) Vice President Community Engagement or delegate
      (4) President/CEO or delegate

6) CUPE 3011 Hiring
   a) Student Services Manager
      i) The Hiring panel for the Student Services Manager shall consist of
         (1) Executive Director
         (2) Director of Human Resources or delegate
         (3) Vice President Community Engagement or delegate
         (4) President/CEO or delegate

   b) Communications Coordinator
      i) The Hiring panel for the Communications Coordinator shall consist of
         (1) Executive Director
         (2) Director of Human Resources or delegate
         (3) Director of Communications & Strategic Initiatives
         (4) President/CEO or delegate

   c) Building Operations Manager
      i) The Hiring panel for the Building Operations Manager shall consist of
         (1) Executive Director
         (2) Director of Human Resources or delegate
         (3) President/CEO or delegate

   d) Building Operations Assistant Manager & Technical Coordinator
      i) The Hiring panel for the Building Operations Assistant Manager &
         Technical Coordinator shall consist of
         (1) Executive Director
         (2) Director of Human Resources or delegate
         (3) President/CEO or delegate

   e) Events & Programming Coordinator
      i) The Hiring panel for the Events & Programming Coordinator shall consist of
         (1) Executive Director
         (2) Director of Human Resources or delegate
         (3) Director of Student Development
(4) Vice President Student Life or delegate

f) Student Groups Administrator
   i) The Hirning panel for the Student Groups Administrator shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) Director of Student Development
      4) Vice President Internal or delegate

g) Graphic Designer
   i) The Hirning panel for the Graphic Designer shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) Director of Communications & Strategic Initiatives
      4) President/CEO or delegate

h) Accounts Payable & Payroll Administrator
   i) The Hirning panel for the Accounts Payable & Payroll Administrator shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) Director of Finance
      4) Vice President Finance / Secretary-Treasurer or delegate

i) Accounts Receivable
   i) The Hirning panel for the Accounts Receivable position shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) Director of Finance
      4) Vice President Finance / Secretary-Treasurer or delegate

j) Haven Books Manager
   i) The Hirning panel for the Haven Books Manager shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) President/CEO

k) Haven Cafe Manager
   i) The Hirning panel for the Haven Cafe Manager shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) President/CEO

l) Ollie’s Manager
   i) The Hirning panel for the Ollie’s Manager shall consist of
      1) Executive Director
      2) Director of Human Resources or delegate
      3) President/CEO

m) Ollie’s Assistant Manager
i) The Hiring panel for the Ollie’s Assistant Manager shall consist of
   (1) Executive Director
   (2) Director of Human Resources or delegate
   (3) President/CEO or delegate
   (4) Ollie’s Manager

n) Unified Support Centre Administrator
   i) The Hiring panel for the Unified Support Centre Administrator shall consist of
      (1) Executive Director
      (2) Director of Human Resources or delegate
      (3) President/CEO

o) Rooster’s Coffeehouse Manager
   i) The Hiring panel for the Rooster’s Coffeehouse Manager shall consist of
      (1) Executive Director
      (2) Director of Human Resources or delegate
      (3) President/CEO

p) Rooster’s Coffeehouse Assistant Manager
   i) The Hiring panel for the Rooster’s Coffeehouse Assistant Manager shall consist of
      (1) Executive Director
      (2) Director of Human Resources or delegate
      (3) President/CEO or delegate
      (4) Rooster’s Coffeehouse Manager

7) Class 3 Hiring
   a) Executive Assistant / Recording Secretary
      i) The Hiring panel for the Executive Assistant shall consist of
         (1) Chair of the CUSA Board
         (2) President/CEO
         (3) Executive Director
         (4) Director of Human Resources or delegate
         (5) Director of Student Development

   b) Executive Coordinator
      i) The Hiring panel for the Executive Coordinator shall consist of
         (1) President/CEO
         (2) Vice President Internal
         (3) Director of Human Resources or delegate

   c) Research & Advocacy Coordinator
      i) The Hiring panel for the Research & Advocacy Coordinator shall consist of
         (1) Director of Human Resources or delegate
         (2) Vice President Student Issues or delegate
         (3) Vice President Community Engagement or delegate
d) Policy Coordinator
   i) The Hirning panel for the Policy Coordinator shall consist of
      (1) Director of Human Resources or delegate
      (2) Chair of the Board
      (3) Speaker of Council
      (4) President/CEO
      (5) Director of Student Development

e) Business Development Coordinator
   i) The Hirning panel for the Business Development Coordinator shall consist of
      (1) Director of Human Resources or delegate
      (2) Vice President Finance / Secretary-Treasurer or delegate
      (3) Director of Finance

f) Speaker of Council
   i) The Hiring panel for the Speaker of Council shall consist of
      (1) Two (2) CUSA Councilors appointed by CUSA Council at the Annual General Meeting
      (2) Director of Student Development

8) CUPE 1281
   a) Haven student employees
      i) The hiring of Haven student employees shall be the responsibility of the Haven Books and Have Cafe Managers

   b) Ollie's student employees
      i) The hiring of Ollie's student employees shall be the responsibility of the Ollie's Manager

   c) Rooster's student employees
      i) The hiring of Rooster's student employees shall be the responsibility of the Rooster's Manager

   d) Carleton Disability Awareness Centre (CDAC) Administrative Coordinator
      i) The hiring panel for the CDAC Administrative Coordinator shall consist of
         (1) Student Services Manager
         (2) Outgoing CDAC Administrative Coordinator, where possible
         (3) One (1) CUSA Executive appointed by the Executive

   e) CDAC Programming Coordinator
      i) The hiring panel for the CDAC Programming Coordinator shall consist of
         (1) Student Services Manager
f) Gender & Sexuality Resource Centre (GSRC) Administrative Coordinator
   i) The hiring panel for the GSRC Programming Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing GSRC Programming Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

g) GSRC Programming Coordinator
   i) The hiring panel for the GSRC Programming Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing GSRC Programming Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

h) Director of Hatch
   i) The hiring panel for the Director of Hatch Programming Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing Director of Hatch, where possible
      (3) One (1) CUSA Executive appointed by the Executive

i) Mawandoseg Centre Student Leader
   i) The hiring panel for the Mawandoseg Centre Student Leader shall consist of
      (1) Student Services Manager
      (2) Outgoing Mawandoseg Centre Student Leader, where possible
      (3) One (1) CUSA Executive appointed by the Executive

j) Racialized & International Student Experience (RISE) Administrative Coordinator
   i) The hiring panel for the RISE Administrative Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing RISE Administrative Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

k) RISE Programming Coordinator
   i) The hiring panel for the RISE Programming Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing RISE Programming Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

l) Wellness Centre Administrative Coordinator
   i) The hiring panel for the Wellness Centre Administrative Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing Wellness Centre Administrative Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

m) Wellness Centre Programming Coordinator
i) The hiring panel for the Wellness Centre Programming Coordinator shall consist of
   (1) Student Services Manager
   (2) Outgoing CDAC Programming Coordinator, where possible
   (3) One (1) CUSA Executive appointed by the Executive

n) The Womxn's Centre Administrative Coordinator
   i) The hiring panel for the Womxn’s Centre Administrative Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing CDAC Programming Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

o) The Womxn's Centre Programming Coordinator
   i) The hiring panel for the Womxn’s Centre Programming Coordinator shall consist of
      (1) Student Services Manager
      (2) Outgoing CDAC Programming Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

p) Front Desk Student Employees
   i) The hiring panel for the Front Desk Student Employees shall consist of
      (1) Student Services Manager
      (2) Outgoing CDAC Programming Coordinator, where possible
      (3) One (1) CUSA Executive appointed by the Executive

q) Social Media Coordinator
   i) The hiring panel for the Social Media Coordinator shall consist of
      (1) Director of Communications & Strategic Initiatives
      (2) Director of Human Resources or designate
      (3) One (1) CUSA Executive appointed by the Executive

March 31, 2022
Motion to amend the Hiring Policy & Procedure

Whereas the Social Media Coordinator Role is being created

Be it resolved that Social Media Coordinator be added to CUSA 1281 Roles

Be it also resolved that the hiring panel for the Social Media Coordinator will be:

q) Social Media Coordinator
   ii) The hiring panel for the Social Media Coordinator shall consist of
       (1) Director of Communications & Strategic Initiatives
       (2) Director of Human Resources or designate
Motion adopted with 3 yeas, 0 nays.

April 1, 2022
Motion to amend the Hiring Policy & Procedure

Whereas the Director of Student Services Role is being created

Be it resolved that the Director of Student Services be added to Class 2 level of Employees,

Be it also resolved that the CUPE 3011 position will remain vacant for a period of 12 months pursuant to Section 12.05 of the Collective Agreement

Be it further resolved that the Hiring panel for the Director of Student Services shall consist of

f) Director of Student Services
   i) The Hiring panel for the Director of Student Services shall consist of
      (5) Executive Director
      (6) Director of Human Resources or delegate
      (7) Vice President Community Engagement or delegate
      (8) President/CEO or delegate

Motion adopted with 3 yeas, 0 nays.
Housekeeping and Organizing Policy

Purpose

The purpose of this document is to promote effective housekeeping practices within the physical work environment of CUSA in order to comply with accident and fire prevention practices.

1.01 Scope

This policy applies to all CUSA employees, volunteers and visitors.

1.02 Definition

"Housekeeping" is not just cleanliness. It includes keeping work areas neat and orderly; maintaining halls and floors free of slip and trip hazards; and removing of waste materials (e.g., paper, cardboard) and other fire hazards from work areas. It also requires paying attention to important details such as the layout of the whole workplace, aisle marking, the adequacy of storage facilities, and maintenance. Effective housekeeping is an ongoing operation. Periodic "panic" cleanups are costly and ineffective in reducing accidents.

1.05 Responsibilities

All CUSA Employees must:

- Keep their work areas neat, tidy and free from trip hazards;
- Ensure that garbage and debris is disposed of;
- Remove any unused materials; and,
- Notify the Building Services department if a housekeeping issue is beyond your manageable
- control to ensure prompt clean up or disposal.

1.06 Procedures
1. Dust and Dirt Removal
In some jobs, enclosures and exhaust ventilation systems may fail to collect
dust, dirt and chips adequately. Vacuum cleaners are suitable for
removing light dust and dirt. Please contact the Director of Human
Resources in order to have the area clean and assess
your area for any failure in the exhaust ventilation system.

2. Dampening (wetting) floors or using sweeping compounds before
sweeping reduces the amount of airborne dust. The dust and grime that
collect in places like shelves, piping, conduits, light fixtures, reflectors,
windows, cupboards and lockers may require manual cleaning.

3. Compressed air should not be used for removing dust, dirt or chips from
equipment or work surfaces.

1.07 Employee Facilities

1. Employee facilities need to be adequate, clean and well maintained. Personal
belongings shall be stored out of sight. Washroom facilities need to have a good
supply of soap, towels plus disinfectants and should be cleaned on a regular basis.
Please contact Building Services in the event that a washroom is in need of cleaning
or supplies need to be replenished so that Caretaking Services can be contacted.

2. Eating or drinking in the work area should be avoided where possible and the staff
lunch room should be used. If eating or drinking in the work area, it should be cleaned
properly each day. When using the staff lunch room, clean your eating area, any dishes
used and ensure that food is not stored in the fridge for extended periods of time as the
fridge is intended for short term food storage purposes.

1.10 Surfaces

1. Floors: Poor floor conditions are a leading cause of accidents so cleaning up spilled oil and
other liquids at once is important. Allowing chips, shavings and dust to accumulate can also
cause accidents. Trapping chips, shavings and dust before they reach the floor or cleaning
them up regularly can prevent their accumulation. Areas that cannot be cleaned
continuously, such as entrance ways should have anti-slip flooring. Keeping floors in good order also means
replacing any worn, ripped, or damaged flooring that poses a tripping hazard. If you have
any concerns with flooring conditions in your work area, please contact the Building
Manager so that CUSA Management can be notified.

1.11 Maintain Light Fixtures

1. Dirty lighting fixtures reduce essential light levels. Clean light fixtures can improve lighting
efficiency significantly. Please contact Building Services if there are dirty lighting fixtures,
burnt out light bulbs or missing lighting covers in your work area so that the Physical
Plant Department can be contacted.
1.12 Aisles and Stairways

1. Aisles should be wide enough to accommodate people and vehicles comfortably and safely. Aisle space allows for the movement of people, products and materials. Warning signs and mirrors can improve sight-lines in blind corners. Arranging aisles properly encourages people to use them so that they do not take shortcuts through hazardous areas.

2. Keeping aisles and stairways clear is important. They should not be used for temporary "overflow" or "bottleneck" storage. Stairways and aisles also require adequate lighting.

1.13 Spill Control

The best way to control spills is to stop them before they happen. Regularly cleaning and maintaining machines and equipment is one way. Another is to use drip pans and guards where possible spills might occur. When spills do occur, it is important to clean them up immediately. Absorbent materials are useful for wiping up greasy, oily or other liquid spills. Used absorbents must be disposed of properly and safely.

1.14 Tools and Equipment

1. Tool housekeeping is very important, whether in the tool room, on the rack, or on the bench. Tools require suitable fixtures with marked locations to provide orderly arrangement, both in the tool room and near the work bench. Returning them promptly after use reduces the chance of them being misplaced or lost. Workers should regularly inspect, clean and repair all tools and take any damaged or worn tools out of service.

1.15 Waste Disposal

1. The regular collection, grading and sorting of waste contribute to good housekeeping practices. It also makes it possible to separate materials that can be recycled from those going to waste disposal facilities.

2. Allowing material to build up on the floor wastes time and energy since additional time is required for cleaning it up. Placing scrap containers near where the waste is produced encourages orderly waste disposal and makes collection easier. All waste receptacles should be clearly labelled (e.g., recyclable glass, plastic, etc.). If your garbage is overflowing, please contact the Building Manager so that either the Manager or Assistant Manager can be dispatched to collect the waste.

1.16 Storage
1. Good organization of stored materials is essential for overcoming material storage problems whether on a temporary or permanent basis. There will also be fewer strain injuries if the amount of handling is reduced, especially if less manual materials handling is required. The location of the stockpiles should not interfere with work but they should still be readily available when required. Stored materials should allow at least one meter (or about three feet) of clear space under sprinkler heads.

2. Stacking cartons and drums on a firm foundation and cross tying them, where necessary, reduces the chance of their movement. Stored materials should not obstruct aisles, stairs, exits, fire equipment, emergency eyewash fountains, emergency showers, or first aid stations. All storage areas should be clearly marked.

3. Flammable, combustible, toxic and other hazardous materials should be stored in approved containers in designated areas that are appropriate for the different hazards that they pose. Storage of materials should meet all requirements specified in the fire codes and the regulations of environmental and OHSA legislation.

1.7 COMMUNICATION

This policy will be explained as needed to workers through orientation health & safety training or task-specific training.
Human Resources Subcommittee of the CUSA Board Terms of Reference

**Authority:** CUSA Board  
**Date Ratified:** March 22nd, 2022

**Previous Amendments:** N/A  
**Date Review:** March, 2022

**Next Review Date:** May 2024

**Review Committees:**  
CUSA Board

**Delegates:**  
- Chair of the Board  
- CUSA President  
- CUSA Executive Director  
- CUSA Director of Human Resources

1) **Objective**
   a) Responsible for ensuring the CUSA Board is meeting its obligations to review key Human Resources policies. The committee will also be responsible for approving and maintaining development and evaluation for the CUSA Board of Directors. The committee will work closely with the

2) **Membership**
   a) The Chair of the Board (Co-Chair/Facilitator), voting
   b) Two (2) CUSA Board directors, voting
   c) The CUSA President/CEO (Co-Chair/Facilitator), non-voting resource member
   d) The CUSA Executive Director, non-voting resource member
   e) The CUSA Director of Human Resources, non-voting resource member

3) **Operations**
   a) Quorum of the Committee shall be three (3) voting committee members
   b) The committee shall strive to meet at least once (1) between each CUSA Board meeting and then additionally on an “as needed” basis, with meetings called by any committee member
   c) Notice of meetings shall be communicated to committee members and publicly posted by the President/CEO at least one (1) week in advance of the meeting
   d) Meetings may be canceled due to lack of agenda items with consent of all members
   e) Any committee member may request agenda items to the Co-Chairs at least four (4) days prior to the meeting.
f) The President/CEO shall circulate a meeting agenda, with all relevant supplemental documents and presentations to all committee members at least two (2) days before the meeting.

g) The President/CEO shall circulate minutes from the previous meeting for review no more than two (2) days following a meeting, for approval at the next ordinary meeting of the committee.

h) The function of Co-Chairs should allow both Co-Chairs to serve both as facilitators of discussion at times and active contributors to discussion at other times. Clearly delineating when Co-Chairs are serving as facilitators or active contributors to discussion is encouraged.

i) Consensus decision making should be the goal of the committee. If consensus cannot be reached, matters at committee will be decided by majority vote.

j) The Director of Human Resources or delegate will prepare Human Resources materials for consideration and share relevant documents via Google Drive folder or e-mail.

k) The Co-Chairs will facilitate discussions concerning matters, records, and decisions of the committee.

l) Following committee decisions, the President/CEO or CUSA Executive Director will provide any relevant information to

   i) CUSA full-time staff, labour unions, student staff, contract staff, or other applicable individuals or departments, including providing supplemental resources, as necessary, to support the individuals or departments in executing the matters decided by the committee if the authority was previously delegated by the CUSA Board.

   ii) The Agenda Committee of the Board if the authority was not previously delegated by the CUSA Board.

m) Various entities and individuals have authority over various Human Resources policies and procedures.

   i) The CUSA Board has sole authority for;

      (1) Human Resources Committee Terms of Reference
      (2) Executive Director Policy

   ii) The Human Resources Committee has sole authority to recommend policy to the CUSA Board via the Agenda Committee.

   iii) The Executive Director and remainder of the management team is responsible executing the following Policies and Procedures and referring matters of import to the proper entity, be it the CUSA Board, the Agenda Committee, of the Human Resources Committee;

      (1) Hiring Policy & Procedure
      (2) Conference & Retreat Policy
      (3) Conflict of Interest Policy
      (4) Discrimination, Harassment, and Violence Prevention Policy
      (5) Discrimination, Harassment, and Violence Reporting Procedure
(6) Early & Safe Return to Work Policy
(7) Health & Safety Policies
(8) Hazard Reporting Policy & Procedure
(9) Hybrid Work Policy
(10) Accident or Injury Reporting Procedure
(11) Accident Investigation Standards & Procedures
(12) Employee Loan Program Policy
(13) Ministry of Labour Visit Policy
(14) Workplace Inspections & Audit Policy
(15) CUSA Mandatory Training Policy
(16) Orientation of New Employees Policy
(17) Safety Communications System Policy
(18) Office Safety Policy
(19) Emergency Response Plan Policy
(20) Work Refusal Conditions & Process Policy
(21) Bilateral Work Stoppage for Dangerous Circumstances Policy
(22) Health & Safety Guidelines
(23) Preventative Maintenance Policy
(24) Process & Equipment Purchase and/or Modifications Policy
(25) Lock-Out/Tag-Out Policy
(26) GAP Analysis Process and Procedure

n) The Committee will review any other Human Resources Policies that may be created or reviewed before they are presented to the CUSA Board for approval.
o) A committee member must recuse themselves from a matter where they could possess a conflict of interest or be reasonably perceived to possess a conflict of interest.

  i) In the case where a Co-Chair is recused on “conflict of interest” grounds, their responsibilities will be delegated to the other Co-Chair.
  ii) In the case where both Co-Chairs are recused on “conflict of interest” grounds, and in case further members are also recused, the responsibilities of chair will be delegated in the following order:
      (1) CUSA Board Director 1
      (2) CUSA Board Director 2
      (3) CUSA Executive Director
  iii) In the case a quorum cannot be reached due exclusively to recusals on the grounds of “conflict of interest”, the committee may continue to meet and make determinations as if quorum were satisfied but will mark decisions with “Decision arrived at under special circumstances as outlined in the Human Resources Committee Terms of Reference”
  iv) In a “below-quorum” setting where the remaining members of the committee are only the resource members remain, the CUSA Executive Director will refer the matter to the CUSA Board via the Agenda Committee.
with an explanation that no resolution could be reached at the Human Resources Committee due to the conflict of interest recusals.

4) **Other Duties**
   a) The Committee will ensure the CUSA Board is apprised of any HR related issues presented to the Subcommittee.
   b) The Committee will review and approve CUSA Board development
   c) The Committee will maintain a CUSA Board evaluation process
   d) The Committee will maintain the nominations committees to replace outgoing directors
Hybrid Work Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: November 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments:</td>
<td>Date Review: March 2022</td>
</tr>
<tr>
<td>March 24, 2022</td>
<td></td>
</tr>
<tr>
<td>Next Review Date:</td>
<td></td>
</tr>
<tr>
<td>January 2026</td>
<td></td>
</tr>
<tr>
<td>Review Committees:</td>
<td>Delegates:</td>
</tr>
<tr>
<td>Human Resources</td>
<td>CUSA Executive Director</td>
</tr>
<tr>
<td>Subcommittee of the Board</td>
<td>CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

Please review the terms and conditions, complete the attached form, and return to your manager for approval.

We encourage the entire organization to consider 2021 as a transitional year for this policy — keep in mind that there are still many variables at play (i.e., vaccinations, variants, family circumstances, and more). This policy will be updated and adapted in the coming months and years as we continue to gather feedback and assess how it impacts the business.

DEFINITIONS

**Hybrid:** For the purpose of these guidelines, 'hybrid' is any employee who lives within driving distance of the office and works both in-home and in-office.

**Remote:** For the purpose of these guidelines, 'remote' is defined as an employee working full-time from a location other than the CUSA office on campus in Ottawa.

**Local:** For the purpose of these guidelines, ‘local’ is defined as within driving distance.

**Standard work hours:** CUSA's standard hours are 8 a.m. – 4 p.m., Monday through Friday. Standard work hours will be expected unless otherwise discussed with your manager. Calendars need to be kept up to date with any changes to the work schedule.
**Customer-facing tasks:** There are various types of customer-facing tasks and any position which has direct customer contact as a primary component of the employee’s role and service.

**WHO IS ELIGIBLE FOR HYBRID & REMOTE WORK?**

At CUSA, we trust you to do your job well from wherever you may be, and want to ensure that you have all of the tools and support you need to do so. We certainly believe that great work can be done remotely, but also value the time that our teams have in-office and together.

We will typically determine if a position is fully remote, hybrid, or in-office at the very start of the recruiting process. That being said, we know that situations change, and encourage any employee to discuss their specific needs and schedule with their manager or HR. We allow each department manager to have the final determination of whether or not the individual and/or the role can function well and perform essential duties on a remote basis.

That being said, any position can request the ability to work in the office, work from home permanently, or work on a hybrid schedule. To do so, simply set up a meeting with your direct manager to discuss those options. Note that your current performance, team needs, and business needs all factor into whether or not the request will be approved, and each request will be assessed on a case-by-case basis.

Your request will likely be approved if it has the following characteristics:

- Your work can easily and effectively be done offsite
- It doesn’t affect the service quality or organizational operations
- It doesn’t negatively impact team performance

If your current situation requires you to work from home or remotely on a temporary basis, you can also follow this same process.

**WORKING HOURS, ATTENDANCE, & AVAILABILITY**

**For Full-Time Employees**  
Regardless of whether the role is remote or in-office, all full-time employees are required to work 35 hours per week.

Because of the nature of our business, employees are required to be available and expected to work during the company’s standard work hours. This ensures we can maintain our reputation of excellent customer service, and encourages great collaboration among departments within the association.

Of course, we try to be as flexible as we can to accommodate appointments, family needs, etc.
For us, it’s really about the rest of the team knowing if and when you are available, in any and all of these working environments (in-office, hybrid, or remote). If you need to shift a start time, leave early, or take a long lunch, simply talk to your manager.

**For Remote Employees**
We trust all of our employees to get their work done. Whether or not you’re available or “online” isn’t a matter of oversight or a lack of trust; it’s about being excellent to your teammates and available if needed. Your team should know whether or not they can reach you in an emergency or time of need, and if your work is covered.

Achieving this requires a few additional steps in a remote environment, but here are a few things we have often suggested: (1) Zoom standups, (2) a Slack channel where individuals can post their availability (out to lunch, etc.) or just utilizing Slack statuses, and (3) diligent use of your calendar and working hours/vacation time.

You should also ensure your calendar has regular 1-on-1s and team meetings each week, giving each team member the opportunity to see one another and meet with their manager.

**For Full-Time Hybrid Employees**
We define hybrid employees as those who are in-office 2-3 days per week. In many cases, department heads have defined their ideal in-office days for the entire department, in order to facilitate collaboration among the team and reliably schedule in-person one-on-one meetings. (For example, the marketing department is often in on Tuesdays and Thursdays.)

Should this schedule not work for you, please discuss it with your manager; and again, going forward, we will be communicating these expectations during the recruiting process.

**COMMUNICATION**
Because you’re not next to one another in an office, any remote or hybrid employee should err on the side of overcommunication. Slack, email, Zoom, phone calls, and numerous other communication channels are available to you.

Your team and manager will likely have their own expectations for communication and response times; be sure you know what those are. If those expectations seem unreasonable, please discuss them with HR.

**ENVIRONMENT**
It is the responsibility of the employee to designate a remote workspace, which is typically a space in your home (an office, spare bedroom, etc.). No work should be performed outside of this designated workspace. The designated workspace must be kept in a safe condition, free from
hazards to both the employee and the equipment.

If you sustain any injuries in their designated workspace and in conjunction with your regular work duties, notify your manager of such injuries as soon as possible. CUSA is not responsible for any injuries to the employee or any third parties outside of the designated workspace or during the employee’s non-working time.

If, while working from a designated workspace, the employee experiences technical issues with his or her computer or internet access that prevent the employee from working remotely, the employee should notify his or her manager right away to ensure coverage of the work and to get support for the issue. Interruptions to work caused by internet outages may require the employee to work from the main office or an alternate location for the remainder of the day, or until the outage is fixed.

Employees working from a designated workspace may, from time to time, be required to come to their usual work site as required by the needs of the business.

You’re expected to make appropriate child-care arrangements during your work hours. We understand that exceptions happen and family issues come up, so please talk to your manager or HR if there are any extenuating or temporary circumstances that you need assistance with! We’re always here to help.

**PERFORMANCE EXPECTATIONS**

The performance expectations for a remote or hybrid employee are no different than for an in-office employee.

**EQUIPMENT**

All remote employees may utilize their personal laptops/desktops to perform their work. The remote employee is responsible for ensuring items on loan and personally-owned equipment should be covered by your individual homeowner’s insurance policy.

In order to receive reimbursement for expenses, you should have prior approval from a supervisor and submit an expense report.

We understand that you may want to use your own devices for work (phone, tablet, etc.) Secure data management procedures (including passwords and encryption) should be enforced on all devices, especially your personal devices. In addition to that, you may be required to register your cell phones and laptops with the IT representative. If your personal device is stolen or lost, please notify us as soon as possible.
Hybrid employees receive a monthly allowance amount reflective of their role.

If you have questions about whether your remote allowance covers a certain purchase, don’t hesitate to ask your manager or HR.

SECURITY AND CONFIDENTIALITY

You are responsible for keeping documents, sensitive business data, and other work-related materials confidential and secure in your home office location.

OTHER

All of CUSA’s rules and policies apply while working from a designated workspace. These policies include, but are not limited to, policies regarding attendance, confidentiality, and policies prohibiting harassment. Employees are reminded that this remote/work-from-home policy is not to be used in place of sick leave. All of our guidelines for employee benefits and compensation remain the same.

TERMINATION OF AGREEMENT

Both the CUSA and the employee have the right to terminate the remote and/or hybrid work agreement at any time by written or verbal notice. Failure to comply with the above terms and conditions may be cause for disciplinary action and/or termination of your agreement.
March 24th, 2022 Amended to add:

WORK AGREEMENT

A. EMPLOYEE INFORMATION

Full name: ____________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Job title: ____________________________________________
____________________________________________________________________
____________________________________________________________________

Department: ____________________________________________
____________________________________________________________________

HR contact: ____________________________________________
____________________________________________________________________
____________________________________________________________________

Supervisor: ____________________________________________
____________________________________________________________________

B. DESIGNATED WORK AREA

Address: ____________________________________________
____________________________________________________________________
____________________________________________________________________

Phone number: ____________________________________________
____________________________________________________________________
____________________________________________________________________

Description of workspace: ____________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
### C. REMOTE/HYBRID WORK SCHEDULE & HOURS

<table>
<thead>
<tr>
<th>DAY</th>
<th>START</th>
<th>END</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### D. REQUEST FOR COMPANY EQUIPMENT

The following items have been approved for purchase/loan:

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

### E. AUTHORIZATION FOR REMOTE WORK

I have read and I agree to the Terms and Conditions of this policy, and I agree to the duties, responsibilities, obligations, and conditions outlined in these documents. Should any changes occur to the information I have provided above, I am aware that it is my responsibility to inform my supervisor and Human Resources to initiate completion of an updated agreement. I understand that a copy of this agreement will be kept in a personnel file.

Employee Signature:  
__________________________________________________________________________________

Supervisor Signature:   
__________________________________________________________________________________

HR Contact Signature:  
__________________________________________________________________________________

Date: __________
Interim & Final Reports Policy

1.0 PURPOSE

CUSA, for a variety of purposes, uses interim and final reports. The reports provide a corporate record and summary of the events and issues that were addressed during the term. As well, the reports provide direction and a framework to people who are employed in the positions in the future. The interim and final reports should

1.1 Reflect the Mission, Values, Articles, ByLaw, Policies, and Procedures of CUSA;

1.2 Provide guidance, suggestions, and recommendations for the successor in addition to the members of the Executive, Corporation, and CUSA Council to help move the portfolio forward; and,

1.3 Adhere to these guidelines to be considered an official document of CUSA.

2.0 SCOPE

2.1 The guidelines apply to all interim and final reports submitted to CUSA including those submitted by the CUSA President, Executives, Chair of the CUSA Board, Service Centre Coordinators, Interns, and other Coordinators or Executive adjacent student staff.

2.2 The guidelines apply within the greater framework of CUSA's Volunteer and Human Resources Management system.

3.0 STYLE AND CONTENT

3.1 All reports shall:
1) Be clear and concise;
2) Not impair the conveyance of information that is either necessary or beneficial to the
students and/or individuals who hold the position in the future.
3) Not be confidential in its entirety. If a report is to contain confidential information, a
non-confidential report shall also be made available;
4) Be marked clearly as confidential if a confidential report. All confidential reports and/or
sections shall adhere to the same guidelines as non-confidential reports;
5) Be written in a professional manner using professional language;
6) Be written in a professional and tasteful manner devoid of immaterial personal opinions;
7) References to individuals within specific positions should state the name of the position
and not the name of the person;
8) Non-professional language includes, but is not limited to, racist, sexist, or potentially
offensive language, personal attacks, and potentially libelous statements;
9) All reports shall be free of any spelling or grammatical errors.

3.2 Interim reports shall cover the period of time from the commencement of duties to the due
date of the report, unless otherwise specified.

3.3 Final reports shall cover the entire duration of a term in office, unless an interim report has
been submitted to cover another portion of the term.

**4.0 FORMAT**

4.1 All reports must be submitted in electronic form (Word format).

4.2 In order to maintain consistency, as well as ensure the succession of information, all reports
shall follow the following structure:

<table>
<thead>
<tr>
<th>SECTION</th>
<th>TOPIC</th>
<th>DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Goals</td>
<td>What were the specific goals that you set for your position?</td>
</tr>
<tr>
<td>B</td>
<td>Problems Encountered</td>
<td>List the problems that you encountered during your tenure and suggest (if possible) future solutions.</td>
</tr>
<tr>
<td>C</td>
<td>Recommendations</td>
<td>Possibly the most important section. Drawing on your experience, suggest recommendations for your successor.</td>
</tr>
<tr>
<td>D</td>
<td>Year-Specific Changes</td>
<td>List and elaborate on any fundamental changes in</td>
</tr>
</tbody>
</table>
the portfolio that were enacted during your tenure. This information will be used to update any materials for the position, such as Terms of Reference or a Job Description.

| E | Conclusion | Provide any further comments that do not fit in any of the above sections. |

5.0 NON-COMPLIANCE

5.1 Failure to adhere to these guidelines shall result in a report not being approved by the Director of Human Resources or the Board of Directors and will result in as a forfeiture of any attached honoraria, remuneration, or final paycheck.

6.0 DEADLINES

6.1 Coordinators and Executive Adjacent staff shall submit an interim report to their supervisor no later than January 31st of the academic year.

6.2 Coordinators and Executive Adjacent staff shall submit a final report to their supervisor no later than April 30th of the academic year.

6.3 The CUSA Executive shall submit a final report no later than four weeks after the end of their employment with CUSA.

6.4 The Chair of the CUSA Board, Interns, and other student staff not covered by 6.1, 6.2, and 6.3 shall submit a final report no later than the end of April 30th or the end of their employment contract.

6.5 Consequences for late reports will be managed by the Director of Human Resources and the direct supervisor of the individual who submitted the late report.

6.6 Final paycheck of a CUSA Executive may be withheld until a report is received, until it is deemed a final report would no longer be useful, generally accepted as the end of July of the respective year. After that point, the CUSA Executive has forfeited the final paycheck.

6.7 The CUSA Executive member, Director of Human Resources, or supervisor/manager responsible for the reviewing and approving a report may waive deadline requirements if they receive valid, written reasons justifying the lateness of the report.

1. The Board of Directors may waive 6.3 for CUSA Executives.
7.0 PROCESS OF APPROVAL

7.1 Members of the CUSA Executive or CUSA management are responsible for reviewing and approving interim and final reports as written by Volunteers, Coordinators, Interns, and Executive Adjacent student staff working within their portfolio or department. The CUSA Executive member or the appropriate CUSA manager reserves the right to approve a report in whole or in part.

1. Executive members of supervisors/managers will approve or deny written reports within two weeks of receiving an electronic copy.

2. Executive members and supervisor/managers may request additions or improvements to the report. The volunteer, Coordinator, Intern, of Executive Adjacent student staff shall not be penalized financially if they are required to make revisions, but a failure to make revisions should impact approval of the report and remuneration tied to completing the report.

7.2 The CUSA Board is responsible for reviewing and approving the outgoing Chair of the CUSA Board report and CUSA Executive reports. The CUSA Board reserves the right to approve a report in whole or in part.

1. If the CUSA Board cannot meet in a timely manner to approve a report, such as during the summer months of May, June, July, and August, the President and Chair of the CUSA Board may approve reports on behalf of the CUSA Board. If the President happens to be serving as Acting Chair of the CUSA Board at the time, a second member of the CUSA Board shall be selected by the CUSA Board members over e-mail as the designate of the Chair of the CUSA Board.
   a. If the President and Chair of the CUSA Board, or their designate, cannot reach a consensus decision, the decision shall be put to the full CUSA Board at their next meeting.

2. Any CUSA Executive report featuring confidential information in either the report itself or the discussion thereof shall be approved in an in camera session of the CUSA Board. CUSA ByLaw should be consulted for clarification on what constitutes confidential information.

7.3 The CUSA Executive Director shall report approval or disapproval decisions at the next meeting of the CUSA Board.

7.4 Each report shall be reviewed by the Director of Human Resources after being approved by the Executive, supervisor/manager, or CUSA Board for confidential information prior to the report being made available to the public.
7.5 If a written report is declined and remuneration is subsequently withheld it is the responsibility of the Executive member, supervisor/manager, or CUSA Board to convey that matter to the individual affected.

8.0 SIGNATURE AND DATE

8.1 If a hard copy of the report is submitted in addition to the electronic copy, the report shall bear the author’s signature on the final page of the report. Upon arrival of the report, the appropriate President, Vice-President, or CUSA Manager that oversees the portfolio or department shall also sign the report before forwarding it to the Human Resources department for filing.

8.2 All reports must contain the date(s) the report was written as well as the academic year for which the position was held.
Carleton University Students’ Association Inc. (“CUSA”) investment fund was created to provide perpetual financial support to CUSA. The purpose of this Investment Policy Statement is to establish guidelines for the investment portfolio.

**Responsibilities of the CUSA Board**

The CUSA Board shall ensure that its fiduciary responsibilities concerning the proper management of CUSA’s investment funds are fulfilled through appropriate investment structure, internal and external management, and portfolio performance consistent with all policies and procedures. The CUSA Board shall approve investment policies and objectives that reflect the long-term investment-risk orientation of the endowment.

**Responsibilities of Management**

Management is responsible for the development, recommendation, implementation and maintenance of all policies relative to CUSA’s investment funds. Management also shall be the primary liaison between any investment consultants and/or other outside professionals that may be retained to assist in the management of such funds.

**Investment Guidelines**

CUSA may at its discretion, invest funds in the following areas:

- **a. Money Market Fund:**
  
  A quality money market fund will be utilized for the liquidity needs of the portfolio whose objective is to seek as high a current income as is consistent with liquidity and stability of principal.

- **b. Equities:**
  
  The equity component of the portfolio will consist of high-quality equity securities traded on Canadian, American and International Stock Exchanges and may also include mutual funds or pooled investment vehicles.

- **c. Fixed Income:**
The fixed income portfolio will consist solely of bonds, securities, debentures and guaranteed investment certificates of any issuer including banks, mortgage companies, insurance companies and trust companies.

Management will monitor the investment performance against CUSA's investment objectives every six months. The performance of professional investment manager hired will be assessed annually. Investment reports shall be provided by the investment manager on a monthly basis. Investment manager is expected to be available to meet with CUSA's Board and management once per year to review portfolio structure, strategy, and investment performance.

**Expenditure Considerations**

The CUSA Board and management are both responsible for the establishment of a balances reserve fund spending policy to: (a) ensure that over the medium-to-long term, sufficient investment return shall be retained to preserve and grow its economic value as a first priority; and, (b) to provide funds for the annual operating budget in an amount which is not subject to large fluctuations from year-to-year to the extent possible.

**Amendment 1, March 29th, 2022:**

*Whereas* “Executives” is not a properly descriptive term of the approval authority for CUSA Investments

**Be it resolved that** everywhere the policy states “Executives” be replaced with “CUSA Board”

**Amendment 2, April 8th, 2022:**

Fossil Fuel Divestment Policy:

The CUSA Board should

- commit to no new, direct investments in companies that extract fossil fuels;
- divest from current, direct investments in fossil fuels extractors;
- commit to no new investments in dedicated fossil-fuel-focused products, in any asset class
Joint Health & Safety Committee Terms of Reference

**Authority:** CUSA Board

**Date Ratified:** Unknown. Re-ratified March 22nd, 2022

**Previous Amendments:** N/A

**Date Review:** March, 2022

**Next Review Date:** May 2024

**Review Committees:**

CUSA Board

**Delegates:**

CUSA Executive Director
CUSA Director of Human Resources
Worker Representation

**Preamble**

The Carleton University Students Association (CUSA) of Carleton University believes that for the Joint Health & Safety Committee to be effective, representatives of all parties must be committed to their responsibilities under the Ontario Occupational Health & Safety Act. All parties must endeavour to promote a co-operative, positive and progressive approach to dealing with health and safety issues.

It is the Corporation’s first belief that the Joint Health & Safety Committee will assist in creating educational programs and training opportunities as well as participating in joint investigations of concern and joint resolution of those problems to assist in making the workplace safe and healthy for all Employees.

The following Terms of Reference include specific legal regulations and Corporate policies which must be followed in order to assist the Joint Health & Safety Committee in meeting their Legal and Corporate responsibilities.

1) **Scope**
   a) This policy applied to all CUSA employees

2) **Definitions**
   a) In these Terms of Reference, the terms below have the following meanings:
      i) “Critical Injury” mean an injury of a serious nature that: places life in jeopardy; produces unconsciousness; results in a substantial loss of blood; involves the fracture of leg or arm but not a finger or toe; involves
amputation of a leg, arm, hand or foot but not a finger or toe; consists of burns to a major portion of the body; or, causes the loss of sight in an eye.

ii) “Joint Health & Safety Committee” or “JHSC” is a Committee made up of both Management and Worker Representatives and is required at a workplace at which twenty or more workers are regularly employed.

iii) “Management Representative” as Employee who exercises managerial/supervisory functions that has been selected by either the Executive Director of their Superior or that has volunteered to participate on the JHSC.

iv) “Worker Representative” means an Employee who represents workers that has been selected by their peers to participate on the JHSC.

v) “Work Refusal” means a situation where a Worker refuses to complete work because they have a reason to believe that their health and safety is at risk.

3) Role of the JHSC
   a) To identify, evaluate and recommend solutions on matters pertaining to the health and safety of the workplace to members of Management;
   b) To review educational and training programs, provided by the Employer, to ensure they are sufficient. These educational and training programs will ensure that all Employees are thoroughly knowledgeable of their duties, responsibilities, restrictions and rights under the Ontario Occupational Health and Safety Act and the Workplace Safety and Insurance Act;
   c) To create and maintain an active interest in health and safety concerns;
   d) To make written recommendations to Management on the continuous improvement of the Safety program and any hazards present in the workplace;
   e) To complete workplace inspections on a monthly basis to identify any potential hazards in the workplace;
   f) To identify a Worker Representative to accompany any Ministry of Labour Inspector while they carry out inspections of the workplace;
   g) To identify a Certified Worker Representative to investigate work refusals along with the Director of Human Resources, or their delegate;
   h) To address matters related to the “designated substances” regulations, where applicable;
   i) To review any accident/injury record summaries on an annual basis; and,
   j) To identify a Worker Representative to investigate any critical injury or fatality in the workplace along with the Director of Human Resources, or their designate.

4) JHSC Membership
   a) Composition: the JHSC membership is comprised of an equal number of worker and management members. There will be at least two (2) Worker Representatives and two (2) Management Representatives on the JHSC at all times.
   b) Member Selection:
i) Worker Representatives will volunteer to be part of the JHSC, and be appointed by their peers as per the terms of reference in the CUPE Local 3011 collective bargaining agreement.

ii) Management Representatives will be appointed by the Executive Director or their superior. The Management Representative must be employed by CUSA and must exercise managerial functions.

iii) Should a JHSC worker or management representative need to be replaced, the selection process shall be followed as noted above.

c) Term: Members of the JHSC will serve a three year term with a possibility of renewal.

d) Posting and Identification: The names and work locations of the JHSC members will be posted on CUSAs website and any digital, internal relevant staff portals

5) JHSC Co-Chairs

a) Two members of the JHSC will ask as Co-Chairs to organize and run meetings and speak on behalf of the committee. One Co-Chair is selected by the worker members on the JHSC and one Co-Chair is selected by the management of the JHSC.

b) In circumstances where both Co-Chairs will be unavailable to act as the meeting chairperson, the Co-Chairs will in advance, each select a deputy Co-Chair from the JHSC membership. If the deputy is not selected in advance, the attending JHSC members will mutually agree upon a JHSC member to act as Deputy Co-Chair for that meeting.

c) Should a worker or management Co-Chair need to be replaced, the selection process shall be followed in 5.01 above.

6) Meetings

a) Frequency: Committee meetings will be scheduled on a once-per-academic-term basis at a predetermined time and location. Changes to the meeting schedule may take place with the agreement of the committee Co-Chairs, provided that the period of time between any two committee meetings does not exceed six months. There will be three (3) meetings scheduled per year.

b) Co-Chairs: The worker and management Co-Chairs will normally alternate duties as meeting chairperson.

c) Minutes of Meeting:

i) The Co-Chairpersons will rotate the responsibilities of taking minutes and will be responsible for having the minutes typed or written legibly, circulated and filed with the Director of Human Resources within one week following the date of the meeting.

ii) Minutes of the meeting will be reviewed and edited where necessary by the Co-Chairpersons. Once reviewed by the Co-Chairpersons the minutes will be signed by the President, Executive Director, and Co-Chairpersons. The minutes will then be distributed to all JHSC members and posted for all Workers to review on the CUSA website or digital internal portals.
iii) Outstanding health and safety issues will be tracked until they are resolved as determined by the JHSC.

d) Quorum: Full participation by all JHSC members at all meetings is strongly encouraged. A quorum for committee meetings to conduct formal business will consist of two thirds (⅔) of JHSC membership with both worker and management representation and at least one Co-Chair present. If quorum is not reached, the meeting will be held for information and discussion purposes only.

e) Attendance: If a member is unable to attend a scheduled meeting, they must notify one of the JHSC Co-Chairpersons at least one week prior to the meeting.

f) Agenda Items: The Co-Chairs will prepare a copy of a standardized agenda for each meeting and distribute it to all members in advance of the regularly scheduled Committee meetings. Agenda items will consist of workplace health & safety issues raised by the members of the JHSC. JHSC members shall communicate agenda items to JHSC Co-Chairs one week in advance of the regularly scheduled meeting. The JHSC will discuss the agenda items to discuss what reasonable actions might be taken to effectively control identified hazards.

g) Decision-Making/Voting: Every effort will be made to research and discuss items so the JHSC can reach a consensus. On occasions where consensus is not possible and quorum exists, a vote may be required. A vote of all members present is taken and the majority carries.

h) Injury/Incident Information: Information regarding injuries and incidents occurring at CUSA will be communicated to the JHSC at regularly scheduled meetings. The information will be prepared by the Director of Human Resources.

i) Instruction and Training Information: Instruction and training information provided to workers to protect their health & safety will be reviewed in consultation with the JHSC. The overall instruction and training review should take place annually.

j) Recommendations: Recommendations will be made by members of the JHSC. The respective committee members will forward in writing, a Notice of Recommendation Form to the appropriate management member sign off. The written response to the committee members must be submitted by the management member within twenty-one (21) days after receipt of the Notice of Recommendation Form. The response shall include a timetable for implementing the recommendation if the management member agrees and the reason for disagreement if any recommendation is not accepted.

k) JHSC Meeting Guest(s): Additional persons may attend Committee meetings at the invitation of the JHSC or suggestion of a JHSC members with the approval of both Co-Chairs

7) Certification of JHSC Members

a) Although just two members must be certified under the OHSA, all members of the JHSC will be encouraged and supported to attend Certification Training level one and two within the first year of service on the committee. Those so certified will share the responsibilities of certified members such that those most closely
associated with the location, activity or individual in question will be called upon to perform the duties under the OHSA of a certified member.

b) At least two (2) worker representatives on the JHSC will be certified in level one and two. In the event that a certified worker representative needs to be replaced, the second certified worker representative will act as their designate.

8) Workplace Inspections
   a) The JHSC members shall inspect the entire workplace a minimum of three (3) times per year in accordance with a written schedule established by the JHSC. The written schedule will include locations, dates and JHSC members designated to perform the inspections.
   i) This schedule will be created at the Winter Term JHSC meeting and forwarded to all committee members by the Director of Human Resources.
   b) Workplace Cooperation: All CUSA employees will provide JHSC inspections with appropriate information and assistance for the purposes of carrying out inspections.
   c) Inspection Teams: In the interest of sharing knowledge, experience, responsibility and accountability the Committee will be divided into bipartite (worker and management member) inspection teams to become familiar with and inspect defined areas of CUSA spaces. However, if a worker member feels that their ability to inspect is being hampered by the presence of their management member partner, they may elect to conduct some or all of their inspection, follow-up and reporting independently.
   d) All occupational health and safety concerns found during the inspections shall be recorded on a Workplace Inspection Report Form.
   e) Training needs for the JHSC members will be assessed on an annual basis on hazard recognition, assessment and control specific to workplace inspections.
   f) The completed inspection form shall be forwarded to the Director of Human Resources within two (2) working days following the inspection.
   g) The workplace inspection results will be discussed at the next scheduled JHSC meeting. In the event that there are repeat items on any workplace inspection, the Executive Director will be notified in writing. The Executive Director or their designate, will communicate directly to the Chairperson in writing or verbally to the entire JHSC, with regard to the recommendations of the JHSC by giving their assessment of the problem and outlining who will be responsible for resolving the matter, along with the appropriate time frame in which the matter will be resolved.

9) Provided information to the JHSC
   a) The JHSC shall be notified of any significant health and safety matter including, but not limited to, events such as: Work Refusals, Critical Injuries, industrial hygiene and other testing, and Ministry of Labour inspections. Such notification shall be provided by the Director of Human Resources or delegate; and
b) Reports regarding workplace health and safety including accidents reports shall be submitted for the JHSC’s review on an annual basis. Such reports shall be provided by the Director of Human Resources or delegate.

10) Investigations

a) The Worker Representatives will designate one Worker Representative to investigate cases where a worker is killed or Critically Injured at the workplace from any cause. The designated Worker Representative shall report the findings to the Administrative JHSC and to the Ministry of Labour; and,

b) Where a JHSC member is designated to conduct investigations, they will receive accident investigation training.

c) If an Ontario Ministry of Labour Occupational Health and Safety Inspector is conducting an inspection in the CUSA workplace, a certified worker and management member will be called upon by the Director of Human Resources as per the request of the Ministry of Labour Inspector.

11) Work Refusals and Work Stoppage

a) Work Refusal: Outlined in the Work Refusal Conditions Process & Policy

b) Bilateral Work Stoppage: Outlined in the Bilateral Work Stoppage for Dangerous Circumstances Policy

12) Entitlement to Time and Payment

a) All time spent by JHSC members in connection with:
   
   i) Preparing for an attendance at Committee meetings;

   ii) Performing duties prescribed by the OHSA or these terms of reference; and

   iii) Fulfilling the requirements for becoming certified or additional JHSC endorsed training initiatives, will be considered as time at work for which Committee members will be paid at the appropriate rate of pay. Committee members are to be provided one hour or such longer time as the Committee determines is necessary to prepare for each Committee meeting.

13) General

a) It is agreed that employees are to be encouraged to report health and safety concerns to their immediate supervisor before bringing it to a committee member. The OHSA requires that all workers report any workplace hazard or contravention of the legislation to their supervisor.

b) It is understood and agreed that all personal and medical information is to be kept confidential. Any references to such information in Committee minutes must be made in a manner that prevents any identification of an individual’s personal or medical information.

c) The Committee may amend these terms of reference at any time, as deemed necessary to facilitate the ongoing effective operations of the Committee. At minimum, they shall be reviewed annually.
Lock-Out/Tag-Out Policy

**Authority:** CUSA Board

**Date Ratified:** March 24, 2022

**Previous Amendments:** N/A

**Date Review:** January 2022

**Next Review Date:** January 2026

**Review Committees:**
Joint Health & Safety Committee

**Delegates:**
- CUSA Executive Director
- CUSA Director of Human Resources

**Policy**
All employees shall follow proper lock-out procedures in compliance with the applicable legislative requirements, when servicing, repairing, adjusting or maintaining any machine, equipment or device. These procedures will ensure that the employee will avoid contact with an uncontrolled energy source.

**Safety Policy Overview**
For CUSA to ensure the protection and safety of their employees, we have implemented a lock out/tag-out procedure to ensure employee safety with regards to maintenance/cleaning and defective equipment in need of repair.

This policy will ensure that all sources or energy (electrical, hydraulic, pneumatic, stored or gravitational) that powers the various types of equipment will have a zero energy status while the equipment is being serviced. This will ensure against accidental activation creating an endangerment to the employee’s health and well-being. Failure to follow and abide by this procedure or requirement will result in the performance management issue.

1. The employee must be authorized and have knowledge of how the equipment or machinery operates. Review operator manuals, training and instruction, for more details regarding machine specific lock-out procedures.

2. The employee must know how to turn off and disconnect the power supply to the equipment or machinery (circuit breaker, fuse panel, power supply box, unplug, etc), turn the equipment or machinery off and allow all moving parts to come to rest.

3. Turn off air supply and hydraulics. Wait to make sure that pressure is at zero pounds.
4. Inform a supervisor of the lock-out/tag-out situation and ask for direction if unsure of the correct procedure. Never assume or guess if you are performing it correctly. Identify all related systems that may be involved and ensure that a lock-out/tag-out system is applied to all pertinent equipment if necessary.

5. Disconnect or turn off the main power supply, apply a locking device to the power supply to ensure that the machine or equipment cannot be turned on (examples: padlocks, circuit breakers lock-out devices and plug cover). If more than one (1) person is working on the same piece of equipment, each person must apply an independent lock to the system. Each lock shall have a tag attached to it to identify the reason(s), date, and individual that locked out the equipment or machinery. Each lock system will have an independent key that the employee will keep on their person to ensure that no one else can disengage the lock-out/tag-out system and restore power to the equipment or machinery until the work is completed.

6. Once the lock-out/tag-out system is applied to the equipment or machinery, the start button shall be turned on to determine that a zero energy status has been achieved. Then turned off, while the work is being performed.

7. Commence servicing of equipment or machinery wearing the appropriate personal protective equipment that is required to ensure employee’s health and safety (examples: eye protection, foot protection, hand protection etc.)

8. When the work is completed, only the individual(s) involved will remove the lock-out/tag-out system. No one ever removes someone else’s lock and tag out system. Inform a supervisor that the work is complete.

**Note:** The only exception to this rule is if the employee has forgotten to remove his/her lock-out system and is unable to come into work to remove it. The employee must be contacted and notified of the situation. The lock may be removed, with the supervisor and another employee present. A competent person must inspect the machine to ensure that it is functioning correctly. If the employee loses their key to the lock-out system, a supervisor in the presence of the employee may remove the lock. Re-energize the equipment or machinery, ensuring that all the individuals involved are free from the danger zones and all guards and protective devices are replaced.

**Potential Hazards**

Unless a formal procedure is established and executed while dealing with machinery and equipment when performing maintenance, repairs and detecting defective parts, employees may be exposed to severe and unnecessary hazards.

- Belts, chains, conveyors, rollers, shafting, blades etc. that could cause potential entanglement, lacerations, crushing and amputations.
- Live exposed electrical wire that may cause electrocution.
- Heating equipment that may cause fire, explosion or burns.
- Defective equipment may cause product damage and result in employee accidents from not operating correctly and safely.
The above list is not inclusive; other hazards may arise from not utilizing a lock-out system.

When determining the correct action to take when dealing with servicing, completing preventative maintenance, or repair operations on equipment and machinery, all connected energy sources (equipment may have more than one source) must be disconnected to a zero energy status.
Ministry of Labour Visit Policy

Authority: CUSA Board
Date Ratified: March 27, 2022

Previous Amendments: N/A
Date Review: January 2022

Next Review Date: January 2026

Review Committees:
Joint Health & Safety Committee

Delegates:
CUSA Executive Director
CUSA Director of Human Resources

Policy
CUSA supervisors and employees will cooperate fully with the Ministry of Labour.

Safety Policy Overview

- Upon the arrival of a Ministry of Labour inspector, a supervisor and an employee representative (if requested) will accompany the inspector on his/her inspection.

- A supervisor or designate and the certified employee representative of the Joint Health and Safety Committee shall accompany the Ministry of Labour inspector, if ordered to do so, during the course of any routine inspection and actively participate in the inspection.

- The management representative, health and safety committee representative and all employees shall ensure that the Ministry of Labour inspector obtains all necessary cooperation. It is an offence to hinder, obstruct, or interfere with an inspector in the exercise or performance of their duties. No person shall knowingly furnish an inspector with false information or refuse to furnish information required by an inspector in the exercise of their duties.

- The management representative and the employee representative of the Joint Health and Safety Committee shall accompany the inspector or other Ministry of Labour officials, if ordered to do so, while any tests, measurements, or inspections are conducted in the workplace on equipment, machinery, materials or protective devices. Copies of such tests or inspection results should be obtained from the Ministry of Labour as soon as they are available.

- All orders shall be forwarded immediately to CUSA Senior management and the Joint Health and Safety Committee so that they can be reviewed and the appropriate steps can be taken.
Purpose:
The purpose of this policy is to establish procedural guidelines to diminish the risk(s) associated with unfamiliar work.

1.01 SCOPE

1.02 This policy applies to all CUSA employees and volunteers.

1.03 DEFINITIONS

1.04 “Non-Routine Work” is any activity that is not generally performed on a regular basis. Examples include year-end inventory and hanging holiday lights.

1.05 RESPONSIBILITIES

Managers, before assigning non-routine work to a person, must hold a pre-work meeting to review the activities of the work for hazards.

1.07 PROCEDURE

1.08 The pre-work meeting

1. will include the manager, the person being assigned non-routine work, and any supervisor of the non-routine work;

2. is for the purpose of identifying hazards in the non-routine work; and

3. implementing controls for hazards identified. Acceptable controls include the following:

   i. training the person in safe operating procedures already in place; and/or

   ii. developing new safe operating procedures, and then training all persons affected.

1.09 COMMUNICATION

This policy will be explained as needed to workers through orientation health & safety training or task-specific training.
1.11 EVALUATION

This policy will be evaluated on an annual basis through the continuous improvement plan.
Office Safety Policy

Authority: CUSA Board

Date Ratified: March 29, 2022

Previous Amendments: N/A

Date Review: March 2022

Next Review Date: January 2026

Review Committees: Joint Health & Safety Committee

Delegates: CUSA Executive Director
CUSA Director of Human Resources

Policy
CUSA is committed to providing an ergonomically safe work environment. All office areas shall comply with all applicable federal and provincial regulations pertaining to ergonomics and workstation design.

Safety Policy Overview
Although office employees do not feel that they are exposed to many hazards they must use good judgment and exercise reasonable care.

- Good housekeeping in the office is a must. Always ensure that desks and cabinets are clean and orderly.
- An open drawer of a desk or a cabinet is a hazard which can cause yourself or others to trip or collide.
- Use the handles when closing or opening any kind of a drawer.
- All chairs should be used sensibly. Do not tilt them or slump back. The added strain could cause them to break or slip resulting in injury to the occupant.
- Do not keep defective chairs and desks in use. Report them to the Building Operations Manager for replacement or repair.
- Carry pencils, pens, scissors etc. in such a way that sharp points cannot cause puncture wounds.
- Cords on electrically operated office machines and telephones can cause tripping hazards when they are left on the floor or across walkways.
- The standard four (4) drawer filing cabinet can cause serious injury if it upsets as a result of opening a heavily loaded top drawer if the lower drawers are empty or filled with lightweight material.
- Be sure that keyboards are solidly in place.
- Never adjust or clean a piece of machinery while it is in operation.
- Do not attempt any electrical repairs. The Building Operations Manager will call a qualified electrician.
Orientation of New Employees Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 29, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Previous Amendments:</strong> N/A</td>
<td><strong>Date Review:</strong> March 2022</td>
</tr>
<tr>
<td><strong>Next Review Date:</strong> January 2026</td>
<td><strong>Delegates:</strong></td>
</tr>
<tr>
<td><strong>Review Committees:</strong> Joint Health &amp; Safety Committee</td>
<td>CUSA Executive Director</td>
</tr>
<tr>
<td></td>
<td>CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

**Policy**

In an effort to take every reasonable precaution to ensure the protection and safety of their employees, CUSA has created health and safety guidelines. A great deal of coordinated effort goes into monitoring and improving a safe work environment. The Human Resources department has developed an orientation program to ensure that all aspects of the workplace are covered and explained to new employees.

**Safety Policy Overview**

CUSA wants to ensure that all new employees are aware of the following:

- Job duties and responsibilities.
- Fire safety plan and evacuation procedures.
- Health and safety philosophy and expectations.

To promote the above, CUSA has created an orientation procedure and checklist that will be conducted and completed for every newly hired employee.

Upon hiring an employee, the following steps will be conducted to ensure that a standard message is sent to all employees:

1. Accident reporting procedure.
2. Health and safety communication board location.
3. Fire evacuation plans.
4. First aid kit and specific safety communication
5. Policies and procedures.
6. Health and safety duties and responsibilities.
7. WHMIS training.
8. Joint health and safety committee members.
Physical Demands Information Policy

Purpose:

The purpose of this document is to maintain a record of the physical demands of each job at the CUSA. This policy is designed to facilitate the return to work of workers injured on the job to safe, meaningful and productive work.

1.01 SCOPE

This policy applies to all employees of the CUSA. This Policy affects the return to work of all CUSA employees both unionized and non-unionized, and management.

1.02 RESPONSIBILITIES

Employer:
Management is responsible for providing the time required for any worker to participate in the process

Employee:
Employees are required to participate in the all required components of the Physical Demands Analysis process
Employees are responsible for assisting with any information that is requested or required by the HR Representative/Manager in order to perform the PDA

Human Resources:
A HR Representative is required to facilitate the PDA process.
An HR Representative is responsible for contacting the appropriate individuals in order to collect the relevant information through the PDA process.

Employee Supervisor:
The Employee Supervisor is required to participate in all required components of the PDA Process

PROCEDURES

Physical Demands Information Forms will be created using the CUSA’s PDI Form. The PDI Form
will include a brief summary about the job and all activities associated with each duty

- The PDI Form shall be completed by the Human Resources Manager or Health and Safety Coordinator for the position of an individual who is participating in the CUSA's Early and Safe Return to Work Program.
- The PDI Form will objectively quantify and evaluate the environmental conditions, use of machines, equipment, tools, work aids and physical demands of each task.
- The PDI Form will be summarized by job duties and the amount of time spent per day performing each duty.
- A PDI Form for an individual’s job which has changed should be updated to reflect the appropriate modifications.
- All PDI Forms shall be kept in the HR room.

There are 4 components to the PDI Process:

1. Determine the job function: The worker or supervisor and the HR Representative discuss existing information of the job title and job description.
2. Verification of job function: The HR Representative and supervisor will determine the various tasks of the job. This is done by observing the worker while working. The HR Representative will determine the percentage of time each day, week or shift spent on various tasks within their job.
3. The HR Representative will interview the worker in order to collect additional information/confirm information collected.
4. Quantify the physical demands of each job function: Objectively quantify the physical and environmental requirements for each task/duty.
5. Record all processes:

   Once the physical demands of each task are completed, the information shall be recorded. An initial report shall be submitted to the manager and worker for review and sign off.

6. The HR Representative shall prepare the final report according to all of the modifications and or corrections.
7. The final report shall be signed off by the manager to indicate the accuracy of the physical demands analysis of the job.

1.16 COMMUNICATION

This policy will be explained as needed to workers through orientation health & safety training or task-specific training.

1.17 EVALUATION

This policy will be evaluated on an annual basis through the Continuous Improvement Plan.
PRE-USE INSPECTION POLICY

1. PURPOSE:

The purpose of this document is to ensure equipment is safe to use before it is relied upon.

2. SCOPE

This policy applies to all CUSA employees and volunteers.

3. RESPONSIBILITIES

A pre-use inspection must be made according to the list in the appendix of Equipment. frequency of inspection, in addition to before its first use; and, responsibility to inspect.

Managers will
i. Keep records of inspections; and,
ii. Use an inspection reporting form that includes the following information:

a. Equipment inspected;
b. Inspectors signature or initials;
c. Date of inspection;
d. List of components to be inspected and the minimum standard expected;
e. Description of any hazards discovered; and,
f. Recommendations for corrective action.

4. PROCEDURES

Equipment-specific inspection procedures will be kept by managers.

5. COMMUNICATION

This policy will be explained as needed to workers through orientation health & safety training or task-specific training

6. Lifting

**Manual Lifting**

Size up the load and check its overall condition prior to lifting. Do not attempt to lift alone if load appears too heavy or awkward. Check for adequate space for movement and good footing.
It is important to maintain good balance during a lift. Place feet shoulder width apart, with one foot beside the article to be lifted and the other foot placed behind the load. Bend the knees and do not stoop. Keep the back straight by tucking in the chin and using your stomach Muscles.

Grip the load with the palms of the hands and the fingers. The palm grip is much more secure than a finger grip. With grip in place, tuck in the chin to make certain the back remains straight.

Use your body weight to start the load moving and then lift by pushing up with the legs, making full use of the stronger set of leg Muscles. Keep the arms and elbows close to the body when lifting. Make certain your vision is not obstructed and you can always see where you are going.

Do not twist the body. To change direction, shift the foot position and then turn the whole body in the same direction.

If the load is to be lowered, bend the knees and do not stoop. To place the load on a bench, shelf or table, lower it onto the edge and then push it into position to secure.
Preventative Maintenance Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 29, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: January 2026</td>
</tr>
<tr>
<td>Review Committees: Joint Health &amp; Safety Committee</td>
<td>Delegates: CUSA Executive Director CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

Policy
In the effort to maintain a high level of efficiency and quality CUSA has put into effect a Preventative Maintenance program for equipment and systems. The intent of the program is to ensure that the necessary equipment is functioning as per manufacturer's specifications and repairs are completed by competent individuals.

Safety Policy Overview
Preventative maintenance program has contracts with service providers to perform repairs and maintenance.

The programs will be reviewed based on the length of contract issued to the contractors. All work activities will require a work order and the forms will be kept on record for a period of two years.

All other equipment and systems repair and maintenance will be conducted on an “as needed basis”.

The contractors must all be competent and if required licensed to perform the appropriate work and function at all CUSA locations.
**Process & Equipment Purchase and/or Modifications Policy**

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 29, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td></td>
<td>Next Review Date: January 2026</td>
</tr>
<tr>
<td>Review Committees:</td>
<td>Delegates:</td>
</tr>
<tr>
<td>Joint Health &amp; Safety Committee</td>
<td>CUSA Executive Director</td>
</tr>
<tr>
<td></td>
<td>CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

**Policy**

To ensure that goods or equipment purchased for CUSA meet Health and Safety standards, health and safety issues will be reviewed for existing or potential hazards and CUSA will ensure that appropriate controls are put in place. This procedure also applies to any modifications of existing processes or equipment.

**Safety Policy Overview**

The Building Operations Manager will:

- If a major hazard is identified, safe operating procedures will be developed.
- Ensure that the new purchase or modification meets all appropriate legislation and industry standards.
- Include a review of any material safety data sheets as they apply to any chemicals being introduced into the workplace.
- Ensure the review outlines the use, storage or disposition requirements.
- Ensure that the appropriate controls are put in place to either eliminate or control the hazard.

The Joint Health and Safety Committee will:

- Provide input on any additional hazards or controls.
- Provide feedback to the Building Operations Manager.

The manager/supervisor will:
- Train the appropriate staff who will be exposed to, or work with, the new/modified equipment/process on the safe operating procedures.

Pre-start up inspections will be conducted by the Building Operations Manager and any people who have potential to operate the machinery or be involved in the new or modified process.
Procurement Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 8th, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: March 8th, 2022</td>
</tr>
<tr>
<td>Review Committees: CUSA Board or designated committee of the Board</td>
<td>Delegates: Chair of the Board, Vice President Finance / Secretary-Treasurer, President &amp; CEO, Executive Director, Director of Finance</td>
</tr>
<tr>
<td>Next Review Date: May 2025</td>
<td></td>
</tr>
</tbody>
</table>

1) Purpose

a) To ensure the acquisition of goods and services is undertaken in an open, fair, transparent, efficient, ethical, and cost-effective manner while obtaining the best value for the total acquisition cost of all goods and services purchased while keeping all acquisitions in alignment with CUSA's values and ethical decision making process.

b) To establish the authority of the CUSA Board, officers, and employees to authorize and execute transactions with respect to procuring goods and services in accordance with the Not for Profit Corporations Act (2010) and Articles of Incorporation.

c) To bind officers and employees of CUSA to implement the CUSA Board decisions. The ethical, efficient, and accountable management of procuring goods and services in a timely fashion makes it appropriate for the Board to delegate certain administrative powers and duties to officers and employees of CUSA subject to oversight by the CUSA Board.

d) To establish guidelines for purchasing goods and services for all CUSA departments, businesses, and units, including procurement planning and risk mitigation considerations.

e) To raise awareness of the environmental stewardship, sustainability, decolonization, and equitable practices in the procurement of goods and services.
2) Objective
   a) To outline the procurement, request for proposal, and decision making policy and process for the various transactions which take place within CUSA at various levels of the Corporation
   b) To facilitate and encourage the timely purchase of goods and services, and to ensure its commitment to accountability, transparency, efficiency, and equity.

3) Definitions
   For the purposes of this policy unless the context demands a separate interpretation:
   a) Consulting Services - the provision of expertise of strategic advice that is presented for consideration and decision-making. This is different from the definition for Professional Services, which means engagement of a person or entity retained under a fee-for-service arrangement to perform specific tasks under a client's direction for a limited period.
   b) Equitable Vendor - any business or enterprise that is certified to be more than 50% owned, managed, and controlled by persons belonging to an equity-seeking community, such as Black Owned Businesses and/or businesses on the Indigenous Business Directory or are members of the Canadian Council for Aboriginal Business.
   c) Financial Approval Authority - the individual(s) or position(s) with permission to approve transactions for execution. The approval attests to the appropriateness of the transaction within CUSA's budgetary guidelines. An individual who has been given financial approval authority is thereby charged with financial accountability and ensuring the appropriate use of funds. This individual or position is either the CUSA Board or an individual who has been delegated financial approval authority by the CUSA Board, as outlined in the CUSA ByLaws & CUSA Board Terms of Reference.
   d) Open Competitive Process - conducting a CUSA-led public procurement open to all vendors
   e) Procurement Value - the total anticipated financial spend or outlay (excluding taxes) over the life of the commitment, including optional renewal periods, if applicable; however, departments should consider any additional costs (e.g. taxes) when preparing annual forecasts and/or budgets.
   f) Bid Solicitation - any competitive procurement (purchasing) process authorized by this policy, including
      i) Request for Tender (RFT) - a purchasing process in which suppliers are publicly invited to submit bids and the bids are compared on the basis of price and delivery and where contract award may be determined on the basis of lowest-price bid that meets all of CUSA's requirements, subject to CUSA's discretion, and may permit negotiation between CUSA and one or more bidders about certain aspects of a request,
ii) Request for Quotation (RFQ) - a purchasing process in which suppliers are asked to provide a quote for the provision of a good or service, and may include telephone bids. It is used where the contract requirements are well defined such that bids may be evaluated and compared on the basis of price and delivery, and where contract award may be determined on the basis of lowest-priced bid that meets all of CUSA's requirements, subject to CUSA's discretion. It may involve a public call for quotes or may be part of an invitation-only process; and,

iii) Request for Proposal (RFP) - a purchasing process in which suppliers are publicly invited to propose a solution to a problem, requirement, or objective and supplier selection is based on the effectiveness of the proposed solution rather than on price as the primary consideration, and may permit negotiation between CUSA and one or more bidders about certain aspects of the request.

g) Conflict of Interest - defined within the Conflict of Interest Policy as a situation where:

i) Personal benefit will occur, whether it be direct or indirect; or

ii) Where a benefit (financial or other) will occur to the organisation/group/business etc. that you represent or are involved/associated with. This shall apply to both on-campus and off campus groups. This section shall not apply if you have not been a member of the organisation/group/business for more than one (1) year from the date of termination of membership/employment; or,

iii) A benefit to your spouse/partner or family member will occur, whether it be direct or indirect;

iv) You have received gifts/benefits previously from an organisation/group/business etc. which is now dealing with the Association; or

v) You are a CUSA Councillor and a member of a CUSA, Inc. -affiliated union, and a motion dealing with union business comes before Council.

4) Policy Administration

a) The CUSA Board has the responsibility of maintaining procurement policy and procedure and ensuring any responsibilities delegated are to entities duly informed of and trained on this policy and accountability to the CUSA Board.

b) The CUSA Board has ultimate authority in all matters of Corporation management at all times. In the event of a conflict between the terms of this policy and a specific resolution of the CUSA Board, the resolution of the Board prevails.

c) This policy applies to all employees of CUSA and the CUSA Board

d) This policy applies to any acquisition of goods or services for CUSA activities by CUSA employees and the CUSA Board

e) Consistency & Contradiction
i) Where there may be apparent contradictions between this policy and other legal requirements to which CUSA is subject, every effort should be made to interpret both this policy and the other requirement in a consistent and harmonious manner.

ii) If any provision of this policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail, unless the policy provision is required by law, in which case the policy provision will prevail.

iii) Where funding for a purchase is provided by a funding agency, a more stringent set of approval requirements may be used at the discretion of the funding agency. If the funding agency approval requirements are more stringent than this policy, the funding agency requirements will prevail.

5) Guidelines
a) Who has authority over CUSA Procurements?
   i) The CUSA Board has authority over CUSA Procurements, including sponsorships, renovations, leases, physical plant, etc and is capable of outlining and delegating these responsibilities to others, as outlined in the remainder of this policy. The Board may always request to be involved in processes even after they have delegated them, and efforts should be made to inform the Board of Procurement possibilities at a Board meeting and in advance of the Procurement. In short, those delegated the ability to execute a Procurement should see themselves as acting on behalf of the Board in the absence of them actively meeting, and may have their responsibilities curtailed at the discretion of the Board if any single Procurement is not managed in accordance with this policy, within the scope they delegated, or if they feel a pattern of Procuring outside of Board meetings has become a troublesome pattern to avoid Board oversight.

b) When is a “Request for Tender”, “Request for Quote”, or “Request for Proposal” required or not required?
   i) None of the various “Request” processes are required for departmental purchases totalling less than $100 and previously approved by the Board as a part of larger departmental budget documents
   
   ii) In general, when the Procurement Value is expected to be between $100 and $999 or a Procurement Value exceeding that amount is part of an uninterrupted and routine administrative function of CUSA (i.e. office supplies) previously approved by the Board, a “Request for Tender” should be used

   iii) In general, when Procurement Value is expected to be between $1000 and $3999 a “Request for Quotation” process should be used. The Board may from time to time allow a “Request for Quotation” to be used for
CUSA’s businesses on Procurement Values which could go over $3999 up to $9999.

iv) In general, when a Procurement Value is expected to be or exceed $4000, a “Request for Proposal” process should be used.

v) When a Procurement Value is in doubt, the Board will vote my majority to accept a Procurement Value for the initiative.

vi) Various exceptions and specifics may be outlined in this policy or outlined by the Board on a case-by-case basis

c) Procuring Food & Beverage or Inventory

i) The Board may approve the regular purchase of Food & Beverage or Inventory for Rooster’s, Haven, and Ollie’s, and may set an amount that should not be exceeded as a guideline for the operations of the Businesses.

ii) Significant Food & Beverage or Inventory changes that would amount to a change in the business model or purpose of the business must be endorsed by a majority the Board.

d) Procuring Sponsorship Funds

i) The Board may allocate any amount of funds within any budget line to sponsorships.

ii) Sponsorships independently $499 or less or cumulatively $3999 or less may be moved within a single department budget line previously allocated by the Board with a simple notification of the sponsorship being presented to the Board in a written form with meeting materials for the next regular meeting.

iii) Sponsorships independently $500 or more or cumulatively $4000 or more must be approved by the majority of the Board. If the matter cannot wait for the next regularly scheduled Board Meeting, Directors can register their approval or disapproval through previously designated e-mail.

iv) All sponsorships should follow the Sponsorship Policy & Procedure.

e) Procuring Consultants

i) Consultancies independently $249 or less or cumulatively $1999 or less may be retained within a single department budget line previously allocated by the Board with a simple notification of the consultancy being presented to the Board in a written form with meeting materials for the next regular meeting.

ii) Consultancies independently $250 or more or cumulatively $2000 or more must be approved by the majority of the Board. If the matter cannot wait for the next regularly scheduled Board Meeting, Directors can register their approval or disapproval through previously designated e-mail.

iii) In the cases where a consultant is retained under clause 5. d) i) but continued retention would cross into the jurisdiction of 5. d) ii), the
continued retention must be approved by the majority of the Board. If the Board does not vote to extend, the consultant must be terminated.

f) Lawyers & Auditors
   i) The Board can set budgets for legal and financial advice, but permits officers of the Corporation to exceed those budgets between Board meetings with every effort to involve the Board Chair when the Corporation's legal, financial, or reputational position is in jeopardy and short-term legal or financial advice is necessary to rectify the situation.
   ii) To the extent possible, overages on budgeted amounts for lawyers and auditors' fees between meetings should be retroactively approved or declined by the Board.

g) Procuring Office Furniture or Business Physical Plant
   i) Office furniture or Physical Plant of any service centre or CUSA office space where the expected Procurement Value is expected to be between $0 and $3999, a “Request for Quotation” process should be used
   ii) Office furniture or Physical Plant of any CUSA Business or leasee space where the expected Procurement Value is between $0 and $9999, a “Request for Quotation” process should be used
   iii) Office Furniture or Physical Plant of any service centre or CUSA office space where the expected Procurement Value is expected to cost $4000 or more, a “Request for Proposal” process should be used
   iv) Office Furniture or Physical Plant of any CUSA business or leasee space where the expected Procurement Value is $10,000 or more, a “Request for Proposal” process should be used

h) Procuring Renovation Funds
   i) For renovation projects of any service centre or CUSA office space, projects expected to cost between $0 and $3999, a “Request for Quotation” process should be used
   ii) For renovation projects of any CUSA Business or leasee space, projects expected to cost between $0 and $9999, a “Request for Quotation” process should be used
   iii) For renovation projects of any service centre or CUSA office space, projects expected to cost $4000 or more, a “Request for Proposal” process should be used
   iv) For renovation projects of any CUSA business or leasee space, projects expected to cost $10,000 or more, a “Request for Proposal” process should be used

i) Large Fiscal Projects
   i) The Board must approve a “Request for Proposal” for projects involving sums of money $10,000 or more on any single Procurement or initiative, such as buying or building a new building, buying a company vehicle, or
other large Procurements not covered by this or other policies (such as the Investment Policy)

j) Tenancies
   i) The Board must approve all tenancies in CUSA leased spaces before a tenancy agreement can be signed

6) Responsibility
   a) The Board can delegate any individual to execute their Procurement wishes and replace or hold that person accountable by removing their ability to be a signing authority of the Corporation if a Board motion is found not to be followed.
   b) The Board can approve Procurements up to a year in advance of when necessary or of when the Procurement is executed. If a full calendar year passes from a Board motion to Procure (or from budget passage that included Procurement Clauses) the Procurement must be reconsidered and endorsed again or rejected by the Board.
   c) If an individual believes a Procurement has occurred in contravention of this policy, they should immediately write a detailed accounting of the situation and provide as much evidence as possible plus the written submission to the Chair of the Board e-mail address.

7) Postings of RFT, RFQ, and RFP
   a) Public postings of RFT, RFQ, and RFP should be posted on https://www.cusaonline.ca/ under the “Opportunities” tab on the “Procurement” page for at least 14 days or 10 business days, whichever is shorter.
   b) Often, on large initiatives, RFP processes must be significantly longer to ensure proper competition over the proposal. In those cases, the Board may require an RFP be posted for a time period deemed appropriate.
   c) The Board holds sole responsibility to waive the posting timeline requirements and set timelines on all RFT, RFQ, and RFP.

8) Evaluations of bids, tenders, quotes, or proposals
   a) The CUSA Board may delegate the evaluation of bids, tenders, quotes, or proposals to any officer of the corporation, staff member, expert, committee, other governance body of CUSA, subset of the Board, or the Board itself.
   b) Evaluations shall always be made in ways that determine what is best for CUSA, and not for the individual applicants.
   c) Submissions may be updated or amended by applicants in such a way that allows for entities to compete for the financial benefit of CUSA.
   d) Where two submissions are equal but one is from an Equitable Vendor, there shall be a recognition that the Equitable Vendor application should be given preference, given the structural obstacles overcome in the course of arriving at an equal submission with an entity that does not qualify as an Equitable Vendor.
Professional Development Policy

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Professional Development Policy for CUSA Employees</th>
<th>DATE OF ENACTMENT</th>
<th>29 March 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE No.</td>
<td>H-43</td>
<td>LAST AMENDED</td>
<td></td>
</tr>
<tr>
<td>(See Appendix A)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Human Resources</td>
<td>COMPETENT CHAMBER</td>
<td>Board</td>
</tr>
</tbody>
</table>

Intent

The intent of Carleton University Students’ Association's Professional Training & Development Policy is to demonstrate its support of employee participation in Professional Development activities, either on behalf of the Company or for personal growth.

Guidelines

In an effort to promote career growth and continuous education among employees, Carleton University Students' Association supports Professional Development activities, both inside and outside of their regular duties. External Professional Development activities include, but are not strictly limited to:

- Professional Associations;
- Committees;
- Board of Directors.

Development

Carleton University Students' Association employees who are interested in the partaking of Professional Development activities on behalf of Carleton University Students' Association, are required to submit a written request to the Human Resources department which shall include the following information:

- Name of the Association, Committee, Board, etc.;
- Rationale for requesting to join, or participate on the Association, Committee or Board;
- Duties required of the employee, as relevant to their role at Carleton University Students' Association.

The Human Resources Manager will review the written request with the President/CEO, Executive Director, and direct supervisor of the staff member to determine a decision.
Where the request is approved, the employee will be provided a written notification of approval; similarly, if the request is denied, the employee shall receive a written notification.

**Professional Development Participation**

Employees who have received approval to participate in Professional Development activities on behalf of Carleton University Students' Association, are required to conduct themselves in accordance with the Company's Code of Conduct at all times and without exception.

At their sole discretion, Carleton University Students' Association may approve Professional Development activities to further support career growth and continuous education to assist in sustaining our diverse workforce. Professional Development options available to employees representing Carleton University Students' Association include, but are not restricted to: webinars, seminars, conferences, e-learning, and mentoring.

Where Carleton University Students' Association approves an employee to participate in Professional Development on behalf of the Company, it shall be scheduled and attended during regular working hours and on an agreed timetable, in an effort to minimize the disturbance of regular job duties.
Record Retention Policy

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Record Retention Policy</th>
<th>DATE OF ENACTMENT</th>
<th>12 April 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAST AMENDED</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REFERENCE No.</td>
<td>H-56</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Human Resources</td>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

**Intent**

The intent of Carleton University Students' Association's Human Resources Retention Policy is to outline record retention guidelines in accordance with legislative requirements.

**Guidelines**

All Human Resources records shall be maintained and easily accessible in the event of an audit.

Where a document has reached its expiration date, the organization shall either:

a) Destroy, either by paper shredding or permanent deletion from electronic sources, or

b) Render the personal information non-identifying so that it can no longer be used to identify an individual.

**Personal Information**

Carleton University Students' Association commits to collecting and retaining personal information as listed below for the sole purpose of managing its business (in accordance with the Personal Information Protection and Electronic Documents Act (PIPEDA)).

- Name
- Address
- Telephone number
- Date of birth (only if the employee is a student under the age of 18 – to be kept for 3 years after the 18th birthday or after the end of employment
- Social Insurance Number
- Payroll records
- Beneficiary information
- Start date of employment
- End date of employment
- Written agreement(s) to work excess hours
- Education history
• Records relating to legislated leaves
• Information contained on the wage statement
• Days and hours worked
• Hours worked in excess of a salaried employee's regular schedule
• Substituted day off for public holiday
• Records pertaining to vacation time and pay

**Record Retention**

In accordance with Ontario's *Employment Standards Act*, subsection 15(5), the employer shall retain or arrange for some other person to retain these records for at least three (3) years after the employee ceased to be employed by the employer.

In accordance with Ontario's *Confined Spaces, O Reg. 632/05*, in the case of a workplace that is not a project; the employer shall retain every assessment, plan, co-ordination document, record of training, entry permit, record of inspection, and record of atmospheric tests for the longer of these two (2) periods:

- One (1) year after the document is created; or
- The period that is necessary to ensure that at least the two (2) most recent records of each kind that relate to a particular confined space are retained, subsection 21(1).

In accordance with Ontario's *Confined Spaces, O Reg. 632/05*, in the case of a workplace that is a project, the employer or constructor shall retain every assessment, plan, co-ordination document, record of training, entry permit, record of inspection, and record of atmospheric tests for a period of one (1) year after the project is finished, subsection 21(2)(a).

In accordance with Ontario's *Construction Projects, O Reg. 213/91*, subsection 19, an employer shall keep the following records for a period of at least one (1) year after the completion of a project:

- Any accident, explosion or fire involving a worker that causes injury requiring medical attention but does not disable the worker, subsection 10(1); and
- Any record of training in a fall protection system, subsection 26.2.

In accordance with Ontario's *Construction Projects, O Reg. 213/91*, subsection 352(12), records of medical examinations, tests, medical treatment and worker exposure to compressed air must be kept in a secure place by the project physician who has conducted the examinations and tests for a period of at least six (6) years.

In accordance with Ontario's *Health Care and Residential Facilities, O Reg. 67/93*, subsection 5(3), if an accident, explosion or fire at a facility causes injury that requires medical attention but does not disable a worker from performing his or her usual work, Carleton University Students' Association will produce a record containing the following and retain it for a period of at least one (1) year following its production:

- The nature and circumstances of the occurrence and the injury sustained;
- The time and place of the occurrence;
- The name and address of the injured worker; and
● The steps taken to prevent a recurrence.

In accordance with Ontario's *Industrial Establishments*, RRO 1990, Reg. 851, subsection 5(3), where an accident, explosion or fire causes injury that requires medical attention but does not disable a worker from performing his or her usual work, the record shall be kept for:

● A period of at least one (1) year; or
● Such longer period as is necessary to ensure that at least the two (2) most recent reports or records are kept, subsection 6(a) (b).

In accordance with Ontario's *Mines and Mining Plants*, RRO 1990, Reg. 854, where an accident, explosion, or fire causes injury that requires medical attention but does not disable a worker from performing his or her usual work, the record shall be kept by Carleton University Students' Association and include:

● The nature and circumstances of the occurrence and the injury sustained;
● The time and place of the occurrence; and
● The name and address of the injured person.

In accordance with Ontario's *X-Ray Safety*, RRO 1990, Reg. 861, where a worker is working with X-rays and is issued with a personal dosimeter, an employer shall retain the records from this personal dosimeter for a period of at least three (3) years, subsection 12(5).

### Payroll Records

Canada Revenue Agency requires the retention of all employee records pertaining to taxation and payroll for at least six (6) years from the end of the last taxation year. These records can be kept in paper or electronic format. They may include:

● CPP contributions, as per the *Canada Pension Plan*, subsection 24(2);
● EI premiums, as per the *Employment Insurance Act*, subsection 87(3);
● Taxes withheld, as per the *Income Tax Act*, subsection 230(4)(b);
● The hours worked by each employee;
● Form TD1, Personal Tax Credits Return;
● Form TP1015.3, Source Deductions Return (Quebec only);
● Canada Revenue Agency letters of authority which allow organizations to reduce the tax deductions for certain employees for a specific year;

All information slips and returns filed.
## Purchasing Policy & Purchasing Administrative Regulations

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Purchasing Policy &amp; Purchasing Administrative Regulations</th>
<th>DATE OF ENACTMENT</th>
<th>31 March 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE No.</td>
<td>F-05</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Finance</td>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

### 1) Objective
   a) CUSA purchases goods and services throughout the year that are necessary for the successful operation of the organization. This Purchasing Policy, when combined with the Purchasing Administrative Regulations, Purchasing Procedures, and Procurement Policy, has been created to ensure employees follow sound, efficient and standardized practices when making purchases on behalf of the Corporation.

### 2) General Policies
   a) CUSA shall conduct its purchases in accordance with generally recognized purchasing practices including, wherever possible, the competitive process. Consistent with this, the following policies shall provide the framework for all CUSA purchasing activities:

   i) CUSA will ensure that products and services are acquired such that they are of acceptable quality at the lowest available price, with consideration given for availability, urgency of demand and required service level.

   ii) All purchasing transactions shall ensure equal opportunity, due process and fairness to suppliers.

   iii) When any tendering process, including Requests for Proposal (RFP) are used, the lowest evaluated tender or price, which is the offer evaluated as striking the best balance between quality, price, urgency of demand and required service level, shall be accepted.

   iv) In all cases where the acquisition price exceeds $50,000 in an emergent situation outside of the amount budgeted, approval of the award recommendation shall be obtained from the CUSA Board prior to purchase. For purchases of a value less than $50,000 outside of the amount budgeted, the Procurement Policy may take effect and should be referenced, but ultimately, the CUSA Board may assign signing authority for such transactions. The signer in all cases is assuming the responsibility.
for ensuring the proper purchasing practices have been employed during the course of purchase.

v) All CUSA personnel shall maintain both actual and apparent impartiality and arm’s length distance in all dealings with potential suppliers of goods and services.

vi) Purchases may be made without prior CUSA Board approval only when, in an emergency situation the lack of immediate action would jeopardize operation or equipment, disrupt critical services to students or involve the health and safety of personnel if the said purchases are approved by the Executive Director and President/CEO of their designates. The CUSA Board must be made aware of all pertinent facts without one business day of the incident that required the emergency purchase.

vii) Any purchase, except emergency purchases as described above that are not included in an approved CUSA budget must receive approval from the CUSA Council and/or the CUSA Board as for the jurisdictions established within CUSA ByLaw.

viii) The Executive Director and President/CEO shall maintain a set of Administrative Regulations and Procedures that establish consistent internal processes for purchasing. These processes do not require CUSA Board approval, but shall be available to CUSA Board Directors for their information and brought as “For Information” to the first Finance & Governance Subcommittee of the Board meeting of the academic year every year.
Reserve Fund Policy

1) Purpose
   a) CUSA shall maintain a reserve fund to hold and invest surplus funds.
   b) The reserve fund shall serve the following purposes:
      i) To smooth the impacts of changes to student fee revenues during times of
         change or short term uncertainty.
      ii) To absorb the cost or emergency expenditures that were not included in
         the budget.
      iii) To finance certain capital projects and other major financial obligations.
      iv) To allow unused funds to generate additional revenue for the corporation
         via investment returns.
      v) To allow organizational survival into the medium-term in the event that the
         Corporation suffers a serious impairment to one of its revenue sources.
      vi) To cover unpaid obligations in the event of organizational dissolution.

2) Sources and Uses of Funds
   a) Subject to cash flow requirements, CUSA shall move surplus funds into the
      reserve fund.
   b) All withdrawals from the reserve fund must be authorized by a resolution of the
      CUSA Board.

3) Reserve Targets
   a) The Reserve Fund shall have a target of $6,000,000 in 2022 Canadian funds.
   b) In the event that the reserve fund is short of target, a reserve fund contribution of
      at least 10% of the shortfall shall be included in the annual budget.
   c) The Vice President Finance / Secretary-Treasurer shall periodically issue
      recommendations to the CUSA Board regarding the target for the reserve fund.
Safety Communication Systems Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 29, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td>Review Committees: Joint Health &amp; Safety Committee</td>
<td>Delegates: CUSA Executive Director, CUSA Director of Human Resources</td>
</tr>
<tr>
<td>Next Review Date: January 2026</td>
<td></td>
</tr>
</tbody>
</table>

Policy
It is the employee’s responsibility to review the health and safety communication board/Intranet so that they keep abreast of all revised procedures, health and safety issues, regulations, company policies and procedures and issues related to their job. Attendance at health and safety training sessions and meetings is mandatory.

Safety Policy Overview
The success of these communication systems is dependent upon active participation.
The health and safety communication board/Intranet shall consist of the following items:

- Title: Health and Safety Communication Board.
- Dated and signed copy of CUSA’s health and safety policy.
- Current copy of the Occupational Health and Safety Act and Regulations for Industrial Establishments.
- Joint Health and Safety Committee members name(s) and department(s) and last Joint Health and Safety Committee meeting minutes and inspection.
- First Aid Regulation 1101.
- List of certified first aiders and department(s).
- Emergency phone number list for fire, police, ambulance, poison control centre, etc.
- Orders of inspections by Ministry of Labour inspectors must be posted for fifteen (15) days.
  Explanatory material from the Ministry of Labour.
- Emergency response and fire safety plan.
Carleton University Student Association is committed to ensuring a safe and healthy workplace for all its employees, subcontractors and visitors. Our health and safety policies and procedures are based on a sincere desire to eliminate personal injuries, occupational illnesses and property and equipment damage.

Responsibility for the quality and maintenance of our health and safety program lies with each person within the organization. This shall be accomplished by ensuring that policies are developed, maintained and upgraded as changes are made to the legislation and work methods are improved. It is the employee’s right to work in a safe work environment.

Management and supervisors shall ensure that employees are properly trained and aware of work procedures, work related hazards and the OHA Regulations. It is the responsibility of the supervisor to observe, enforce and follow up to ensure that each employee is performing their jobs safely.

Supervisors, employees and subcontractors are expected to abide by the Occupational Health and Safety Act and applicable Regulations, CUSA Health and Safety Policy, specific safety plans and the general safety rules.

It is through the cooperation of all our staff and subcontractors that we will achieve our common goal of a successful, safe and healthy environment.

Dustin Rivers
Executive Director
Student Status & Sanction Check Procedure

<table>
<thead>
<tr>
<th>LONG TITLE</th>
<th>Student Status &amp; Carleton University Barred from Leadership Sanction Check Procedure</th>
<th>DATE OF ENACTMENT</th>
<th>01 April 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE No.</td>
<td>H-54</td>
<td>NEXT REVIEW</td>
<td>01 May 2024</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>Human Resources</td>
<td>COMPETENT CHAMBER</td>
<td>CUSA Board</td>
</tr>
</tbody>
</table>

1.0 PURPOSE

CUSA has a number of positions where Carleton University undergraduate student status and an eligibility to take on a student leadership position are required in order to be employed, fill a role or be a candidate. This Procedure should assist in ensuring policies, employment contracts, and the integrity of CUSA are upheld.

2.0 SCOPE

2.1 The guidelines apply to all student leaders within CUSA, including but not limited to the following:

1) CUSA Executives
   a) President excepted once elected, per CUSA Constitution
2) CUSA Board members
3) CUSA Councilors
4) CUSA Student Staff
5) CUSA Committee members
6) CUSA volunteers
7) CUSA Elections Candidates
8) CUSA Job Applicants

2.2 The guidelines apply within the greater framework of CUSA's Volunteer and Human Resources Management policies

2.3 Accountability & Discipline Procedures can be instigated in the execution of this policy
3.0 INTAKE OF INFORMATION

3.1 The Director of Student Development may receive student emails and student numbers to check student status and student leadership eligibility from any of the following sources:

1) The Chair of the CUSA Board
2) The Speaker of CUSA Council
3) The President/CEO
4) The Executive Director or any designate
5) Any Hiring Panel
6) The Chief Returning Officer
7) Any Committee Chair
8) Any individual similar to those above

3.2 The Director of Student Development shall prepare a password protected excel spreadsheet containing student names, carleton emails, and student numbers from all entities who requested a check for the purposes of executing this procedure.

3.3 The Director of Student Development shall independently track the source of each request so as to facilitate timely notice of student eligibility upon confirmation.

3.4 There is no time limit on intake, but all efforts should be made to provide the Director of Student Development with the relevant information in advance of an offer of employment, confirmation of candidacy, or other such opportunity which the student may not be eligible for.

3.5 In the event of a vacancy in the office of the Director of Student Development, the Director of Human Resources shall assume the responsibility of this procedure.

4.0 ELIGIBILITY CHECK

4.1 Director of Student Development will send collected information from each intake to be verified at any number of relevant times, such as:

1. In advance of confirming eligibility to run in election
2. Eligibility to be a candidate for a job or leadership position being hired
3. Where the timeliness of a request should require an immediate check
4. After the add/drop course deadline of each Fall and Winter semester

4.2 The CUSA Director of Student Development will send the password protected excel document containing student names, carleton e-mails, and student numbers to the Carleton University Director of Student Affairs or designate to perform the check on student status and eligibility of all individuals on the list to serve in undergraduate student leadership roles.
4.3 The Carleton University Director of Student Affairs will return a password protected excel document to the CUSA Director of Student Development which includes three pieces of information about the individual;

1. If the individual is a student
2. If the individual is a student, what kind of student they are, undergraduate or graduate
3. If the individual is sanctioned in a way that does not allow them to serve in student leadership on campus

4.4 An additional check will be asked by the Director of Student Development on those individuals holding Executive Office to ensure they are enrolled in the same number of courses with the same tuition amount as they informed the Finance Office and have been reimbursed.

5.0 NON-COMPLIANCE

5.1 Where an individual is not a Carleton University undergraduate student or sanctioned in such a way that prohibits them from holding leadership positions, the Director of Student Development will notify the Director of Human Resources and one of both of them will begin the process necessary to remove the individual from their leadership position.

5.2 The Director of Student Development or Director of Human Resources will, whenever possible, meet with or notify the individual deemed ineligible from holding the position and inform them the process they are about to embark on, providing them options, one of which is the right to voluntarily resign their role.

1. In relation to candidates, the Director of Student Development will notify the Chief Returning Officer of a candidate’s ineligibility.

5.3 The processes necessary to remove an individual from their role is different depending on their role and where they are in the hiring process. Some common processes include;

1. The Director of Human Resources may terminate a contract of employment if they are presented with evidence the employee has violated the contract
2. Volunteers may be terminated in line with the Volunteer Progressive Discipline Policy
3. The Executives may have their employment contracts terminated or the Director of Student Development can trigger the Executive Officer Accountability & Discipline Policy with the intention of having the individual held accountable by removing them from office
4. CUSA Councilors and CUSA Directors may have their own removal processes triggered by the Director of Student Development or any other agent of CUSA on the grounds of lack of Carleton University undergraduate student status
5.4 In the case where an executive is enrolled in courses in to a different level than the information provided to the CUSA Finance office for the purposes of tuition rebate (in the case of the VP roles), the Director of Student Development shall inform the Director of Finance to withhold any benefits gained through non-compliance should be recouped via pay.

6.0 PROCESSES FOR REMOVAL

6.1 Processes for removing the individual ineligible to be in the position shall follow the procedures as outlined in the Not For Profit Corporations Act (2010), CUSA ByLaw, or any policy.

6.2 In situations where the established checks and balances within the Corporation and captured within this procedure have failed to remove an ineligible individual from office or prevent them from running for office, the Director of Student Development or Director of Human Resources may take actions consistent with the Whistleblower Policy, including appealing the decision not to remove the individual to the University Ombudsperson and/or notifying any or all of;

1. The University Finance Office that handles the collection and transfer of CUSA & ancillary fee levees
2. The Charlatan

7.0 RETALIATION

7.1 Any actions that could be deemed retaliatory towards anyone individual executing this procedure should themselves trigger the appropriate accountability and discipline mechanism, as retaliatory behaviour is condemned in the Code of Ethical Conduct, the Whistleblower Policy, the Executive Officer Accountability & Discipline Policy and many other policies within CUSA.
Visitor Policy

PURPOSE: The purpose of this document is to outline the responsibilities of visitors.

SCOPE

This policy applies to all persons with scheduled appointments for a business function, and to all CUSA employees

DEFINITIONS

“Visitors” are persons temporarily entering the workplace and may be admitted to areas generally off limits to the public. A visitor usually is on business but is not under contract.

RESPONSIBILITIES

All visitors must

(1) Sign in upon arrival at our reception desk;
(2) Sign out when leaving;
(3) Always be escorted by their designated CUSA host;
(4) Remain in designated areas;
(5) Immediately report any illness or injury suffered while visiting the CUSA to their host; and,
(6) Wear applicable personal protective equipment.
(7) Notify your CUSA host if you require special assistance in the event of an emergency evacuation.

All CUSA employees must enforce this policy.

PROCEDURES

1. A visitor begins by reading the Visitor Health & Safety Responsibilities document and then signs in on the Visitor Log.
2. If a visitor reports any illness or injury, then the visitor and the CUSA host will complete the Illness/Injury Reporting Form and submit it to the CUSA Human Resources.
3. If a visitor refuses to follow any CUSA policy as directed by their host, then the host will:
   ● Ask visitor to leave; and
   ● Report the incident to their supervisor.
COMMUNICATION
This policy will be explained as needed to workers through orientation health & safety training or task-specific training.

EVALUATION
This policy will be evaluated on an annual basis through the Continuous Improvement Plan
Volunteer Progressive Discipline Policy

PREAMBLE:

CUSA is committed to giving its volunteers the best chance to learn and succeed in their roles. As part of this approach, CUSA is committed to on-the-job learning, whereby the organization works to develop the skills of its volunteers throughout their term. This policy reflects that commitment and details how the organization plans to use a progressive discipline model to give its volunteers’ opportunities for education wherever possible.

This Policy is created in order to implement effective Volunteer Management.

1.00 SCOPE

This policy applies to all volunteers of CUSA as defined by the Volunteer Scope of Responsibilities.

This policy is concerned with the enforcement of progressive discipline procedures.

2.00 PRINCIPLES

CUSA is committed to on-the-job learning and shall seek to provide its volunteers with opportunities to improve skills and job performance before taking precipitous action. CUSA shall make all expectations of its volunteers clear at the start of the volunteer's involvement with the organization.

CUSA shall act early to identify potential areas of improvement in its volunteers and shall seek to correct the identified areas through leadership development training.

CUSA shall not affect the dismissal of a volunteer unless all possible steps have been taken to improve the performance of the volunteer as set out in this policy.

Wherever possible, CUSA shall strive to acknowledge mitigating or aggravating factors that lead to a need for progressive discipline. These factors shall include but are not limited to the following.

I. Whether or not the problem has arisen as an intentional action/inaction on the part of the volunteer.

II. Whether or not the volunteer accepts responsibility for their actions.
Whistleblower Policy

Carleton University Students' Association CUSA is committed to integrity and ethical behaviour in the workplace and will foster and maintain an environment where employees can work safely and appropriately, without fear of retaliation.

This policy has been adopted to ensure that all employees understand that they may report any wrongdoing that may adversely impact the Company, the Company's customers, shareholders, employees, investors, or the public at large, without fear of retaliation or a negative impact on their employment status at CUSA. Reports of workplace wrongdoing may be made to the Appropriate Authority, Management / Supervisory staff, Human Resources, the Director of Finance, or anonymously.

It is a violation of CUSA's Whistleblower Policy for anyone to knowingly make a false complaint of wrongdoing or to provide false information about a complaint. Individuals who violate this Policy are subject to disciplinary and/or corrective action, up to and including termination of employment.

Definitions

**Appropriate Authority** Any delegated employee who has the authority to make final decisions regarding employees, wrongdoing, harassment claims, and resulting actions. At Carleton University Students' Association, the Appropriate Authorities can be:

1. Executive Director
2. The Board
3. The Human Resources Subcommittee of the Board
4. The Finance Subcommittee of the Board
5. Any Discipline Committees formed under the Executive Accountability and Discipline Policy
6. The University Ombuds office
7. The University Finance Office that handles the collection and transfer of CUSA & ancillary fee levies
8. The appropriate authorities within the Provincial Government for enforcing the Not For Profit Corporations Act (2010), especially as it relates to Conflicts of Interest (section 41 of the Act). This person is usually the
Director appointed by the Minister (section 6 of the Act), a provincial official.

9. The Charlatan
10. Whistleblowers can be connected with our legal counsel to advise on their whistleblower complaint
11. Should the complaint be about the Executive Director, the Director of Human Resources would be the Appropriate Authority.

**Complainant**
Any person that submits a complaint or report of wrongdoing.

**Respondent**
Someone who's alleged conduct is the subject of a complaint.

**Director**
The Minister shall appoint a Director to carry out the duties and exercise the powers of the Director under the Not For Profit Corporations Act (2010, section 6).

**Wrongdoing**
Any illegal action or violation of company policy.

**Retaliatory Acts**
Retribution, or reprisal against any Complainant as a result of their reporting an incident of wrongdoing, or against any employee that participates in an investigation relating to the allegation of wrongdoing.

**Adverse Employment Action**
Any demotion, suspension, termination, unfavourable transfer, denial of promotion, denial of benefits, threat, harassment or denial of compensation as a result of the reporting of wrongdoing, or any manner of discrimination against an employee in the terms and conditions of employment because of any other lawful act done by the employee pursuant to this policy, or any applicable Canadian legislation.

**Guidelines**

Individuals who believe they have witnessed an act or acts of wrongdoing should report the incident(s) immediately to the Appropriate Authority. Any delays in reporting acts of wrongdoing can make the case against the Respondent more difficult to establish, and may even result in retaliatory acts by the Respondent.

**Report Obligations**

**Employees**
Employees who believe they have witnessed wrongdoing in their working environment are advised to report the incident(s) or retaliation to the Appropriate Authority, or to their supervisor/manager. Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

**Supervisors & Managers**
Supervisors and managers are directed to take all appropriate steps to prevent and stop wrongdoing in their areas of responsibility. Any supervisor or manager who is subjected to, witnesses, or is given written or oral complaints of wrongdoing or retaliation shall immediately report it to the Appropriate Authority.
Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

Supervisory personnel who are contacted by an individual seeking to file a complaint about wrongdoing in their unit shall assist the complainant in contacting the Appropriate Authority.

**Investigation**

CUSA seeks to resolve claims of wrongdoing in the workplace as expediently as possible. Investigations shall be conducted and the appropriate actions taken no longer than 10 days following the filing of a complaint.

The Appropriate Authority is responsible for determining and administering the methods and means for addressing complaints. The Appropriate Authority is also responsible for:

- Determining the veracity of allegations of wrongdoing or retaliation.
- Determining whether a reported act is indeed wrongdoing.
- Administering punitive or corrective actions if allegations are true.
- Administering punitive actions if allegations were knowingly falsely made.

Wherever and whenever investigations are conducted, this Policy asserts that Complainants and Respondents have certain rights. These rights include, but are not limited to:

- Receiving written notice of the allegations (where permitted by law).
- Presenting relevant information to the Appropriate Authority.
- Receiving a copy of the report at the conclusion of the investigation (where permitted by law).

At the conclusion of an investigation, the investigator must create a written report including a statement regarding any and all findings that have been proven, and a statement of decision on whether or not the Policy has been violated. The report shall be presented for review to any/all appropriate authorities and/or legal counsel, as appropriate.

**Report Handling Procedures**

The Appropriate Authority shall advise the Complainant and the Respondent of the resolution of any investigation conducted under this Policy. A copy of the investigative findings shall be provided in writing to the Complainant and the Respondent.

In all cases, the CUSA’s Human Resources department shall retain the findings report for a minimum of 3 years or for as long as any administrative or legal action arising out of the complaint is pending.

**Confidentiality**

All records of workplace wrongdoing reports and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law.

CUSA will do everything it can to protect the privacy of the individuals involved and to ensure that the Complainant and the Respondent are treated fairly and respectfully. CUSA will protect
this privacy so long as doing so remains consistent with the enforcement of this Policy and adherence to the law.

**Assurance Against Retaliation**

This Policy encourages employees to freely express – in a responsible and orderly fashion – their thoughts, opinions, and feelings regarding workplace wrongdoing complaints. Retaliation by the Respondent, or anyone acting on behalf of the Respondent, against the Complainant is strictly prohibited and will result in appropriate disciplinary action. Retaliation by the Respondent, or anyone acting on behalf of the Respondent, against any witness providing information about a workplace wrongdoing report, is also strictly prohibited. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

This Whistleblower Policy will not be used to bring fraudulent or malicious complaints against employees. Any complaint made in bad faith, if demonstrated as being such through convincing evidence, will result in disciplinary action being taken against the individual lodging the fraudulent or malicious complaint.

**Procedures for Handling Complaints of Workplace Wrongdoing**

Once the Complainant lodges a complaint with their supervisor or the Appropriate Authority, a discussion will take place that shall be kept confidential, to the extent allowed by the law. If desired by the Complainant, no written record will be kept of this initial discussion. During this discussion, the recipient of the complaint will explain all options available to the Complainant. If the Complainant wished to proceed further with his or her complaint, the Complainant must then provide a written statement regarding the alleged workplace wrongdoing.

All efforts should be made for CUSA to internally follow these procedures with one of the following Appropriate Authorities:

- Executive Director
- The Board
- The Human Resources Subcommittee of the Board
- The Finance Subcommittee of the Board
- Any Discipline Committees formed under the Executive Accountability and Discipline Policy
- The Director of Human Resources

If a complainant has substantiated reasons to believe an internal CUSA process cannot resolve the complaint or if nearly every Appropriate Authority within CUSA is involved in the complaint, the complainant may submit a complaint with this policy to:

- The Carleton University Ombuds Office
- The University Finance Office that handles the collection and transfer of CUSA & ancillary fee levies
- The appropriate authorities within the Provincial Government for enforcing the Not For Profit Corporations Act (2010), especially as it relates to Conflicts of Interest (section 41 of the Act). This person is usually the Director appointed by the Minister (section 6 of the Act), a provincial official.
● The Charlatan

**Informal Procedures:**

The Appropriate Authority may notify the Respondent of the complaint, keeping all such communication confidential. The Appropriate Authority may then implement whatever steps necessary to create an informal resolution that is acceptable to both the Complainant and Respondent.

If an informal resolution of the complaint is achieved, no record of the complaint will be entered in the Respondent's personnel records. However, the Appropriate Authority will record the occurrence of the complaint and the informal resolution achieved. Again, this record will remain confidential.

**Formal Procedures:**

In the case of formal complaints, the Respondent shall have 5 working days to respond, in writing, to the allegation. The Respondent's statement, written on company letterhead, must answer – with specific responses – to each complaint, either admitting, denying, or explaining the allegations against them. The Respondent must sign his or her statement, which will then be attached to the original complaint.

If a formal hearing is warranted, the Appropriate Authority will conduct a hearing within 14 working days after receiving the request.

**Disciplinary Actions**

Upon concluding that an instance of workplace wrongdoing has indeed occurred, the Respondent will be subject to disciplinary action, which may result in suspension of duties, or outright termination of employment, termination of contract and possible legal action depending on the severity of the action. Disciplinary actions imposed by the Appropriate Authority will be determined on the basis of the facts of each case and the extent of harm to CUSA's interests and business goals.

Under the [CUSA ByLaw](https://www.cusa.ca) there are mechanisms removal of Officers of the Corporation if the whistleblowing complaint is substantiated.

**Timelines**

Complainants are always encouraged to file a complaint immediately after an alleged incident of workplace wrongdoing. Nevertheless, CUSA is aware that such timely response may not always be possible, due to feelings of fear on the Complainant's part. Individuals who believe that they have witnessed workplace wrongdoing should lodge a complaint within 14 days following an alleged incident. Under extreme circumstances, this timeline may be extended to 21 days at the request of the Complainant; however, it is the responsibility of the Complainant to show good reasons for this extension.

**Records**
Records of all formal and informal resolutions, hearings, and reviews will be kept by the appropriate department, except where otherwise stated in this Policy. The records will only be available to managerial members of the appropriate department, and only in the following circumstances:

- When determining an appropriate disciplinary action for subsequent workplace wrongdoing complaints.
- When a Respondent is a candidate for a promotion to a supervisory position.
- When a complaint against retaliatory action is made.
- When a decision or resolution is reviewed.

Any records concerning employees will be maintained in accordance with all applicable laws and regulations. Both the Complainant and the Respondent are eligible to obtain copies of hearings or of their own statements made throughout the course of the investigation.

**Responsibilities of Finance & Governance Subcommittee of the Board With Respect to Specified Complaints**

The Finance & Governance Subcommittee of the Board will take all complaints and concerns regarding accounting and auditing matters seriously and investigate appropriately. Documentation regarding the investigation shall be created and retained.
Work Refusal Conditions & Process Policy

**Authority:** CUSA Board  
**Date Ratified:** March 29, 2022

**Previous Amendments:** N/A  
**Date Review:** January 2022

**Next Review Date:** January 2026

**Review Committees:**  
Joint Health & Safety Committee

**Delegates:**  
CUSA Executive Director  
CUSA Director of Human Resources

**Policy**
CUSA has implemented the application of an unsafe work refusal system. It is the responsibility of each and every employee to do their part in keeping themselves and their co-workers safe. It is the responsibility of the Joint Health and Safety Committee along with that of management to contribute and promote an effective health and safety environment. If any employee feels that their work presents an unsafe work condition (safety or health hazard) they have the right to refuse that work.

**Safety Policy Overview**
An employee may refuse to do a particular job where he/she has reason to believe that, any equipment, physical condition, or contravention of the Occupational Health and Safety Act, is likely to endanger oneself or any other employee. The work refusal does not apply when the danger is inherent in the work or is a normal condition. Any reprisal for a work refusal to the employee is prohibited.

**Steps to Follow for a Work Refusal for Unsafe Work Conditions**
- Upon refusing, the employee must notify the supervisor and complete an unsafe condition report (Form 4).
- The supervisor, the refusing employee and a Joint Health and Safety Committee representative shall investigate the situation.
- Until the investigation is complete, the employee shall remain in a safe location, away from the hazard or be given suitable work to perform while the investigation is being performed. If following the investigation, the employee still has reasonable grounds to believe that the job is unsafe he/she may still refuse to do that job or work in that location.
If the refusal cannot be solved, then a Ministry of Labour inspector must be notified.

**Ministry of Labour Inspector Will**

- Investigate the refusal to work in the presence of the employer and the employee.
- Decide if the job is safe or unsafe and shall give his/her decision in writing.
- Pending the investigation another employee may be assigned to do that particular job if he/she has been advised of the refusal, in the presence of the refusing employee and/or committee member and therefore agrees to do the job.
- The refusing employee may be asked to work from home depending on the circumstances or provided another work location.
Unsafe Work Condition Work Refusal Process

**Employee reports**
Unsafe condition to supervisor immediately

**Investigation**
By supervisor, employee and certified committee member or selected employee.

**Agreement**
- **Employee**
  remains in safe area given alternate work or other directions pending investigation and decision.

Disputed activity not being performed due to investigation and decision, may commence with another employee as long as the employee has been informed of the refused situation in the presence of the other employee and/or committee member.

**Disagreement**
- **Investigation by Ministry of Labour Inspector**
  - Employer informs inspector of work refusal.
  - Employee still refuses.
  - Employee has reasonable grounds to believe the work is still unsafe.
  - Inspector gives decision in writing to employer in reasonable time.

**Corrective Action Taken**
The employer may request the stop work order to be taken off.

**Situation Resolved**

**Resume Work**
Workplace Inspections & Audits Policy

<table>
<thead>
<tr>
<th>Authority: CUSA Board</th>
<th>Date Ratified: March 29, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments:</td>
<td>Date Review: January 2022</td>
</tr>
<tr>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Next Review Date:</td>
<td></td>
</tr>
<tr>
<td>January 2026</td>
<td></td>
</tr>
<tr>
<td>Review Committees:</td>
<td>Delegates:</td>
</tr>
<tr>
<td>Joint Health &amp; Safety Committee</td>
<td>CUSA Executive Director</td>
</tr>
<tr>
<td></td>
<td>CUSA Director of Human Resources</td>
</tr>
</tbody>
</table>

Policy
CUSA has established a workplace inspection and audit process to conduct consistent reports that the health and safety representatives and supervisors will conduct on predetermined intervals at CUSA offices to recognize, assess and control health and safety issues.

Safety Policy Overview
CUSA conducts safety inspections and program audits on an on-going basis which are necessary to evaluate our health and safety performance and to identify areas of concern which may need improvement or modification.

- It is the supervisor’s responsibility to take immediate corrective action when notified of an unsafe act or when a dangerous circumstance is reported.
- It is the employee's responsibility to report any unsafe conditions or dangerous circumstances to his/her immediate supervisor (Form 4).
- To take every reasonable precaution to ensure the protection and safety of their employees, CUSA endorses a monthly workplace inspection.
- General workplace inspections are the responsibility of management and the health and safety representatives at their workplace. A general workplace inspection (Form 11) shall be conducted every thirty (30) days. Any health and safety representative who performs the inspections must be provided with suitable training and information.

All of the various workplace inspections and recommendations will be reviewed by managers. The decisions streaming from the workplace inspections will be sent for review to the Joint Health and Safety Committee.
Hazard Classification

The person(s) completing the inspections shall complete a health and safety inspection checklist. Hazards or deficiencies will be classified as to the hazard risk and be noted on the inspection checklist as:

**Class A**

Any condition or practice with the potential for causing loss of life, loss of body part(s) and/or extensive loss of structure, equipment, or material. This hazard must be attended to immediately.

**Class B**

Any condition or practice with the potential for causing serious injury or property damage, but less severe than Class A. This hazard must be attended to within seven (7) days.

**Class C**

Any condition or practice with the possibility or potential for non-disabling or non-disruptive property damage. This hazard must be attended to within thirty (30) days.

The person or persons will submit a signed copy of the inspection report to the manager and/or the Joint Health and Safety Committee. Whenever a Class A hazard has been recorded, copies of the signed inspection report will be immediately forwarded to the appropriate manager.

**Workplace Inspection Procedure**

Establish a procedure and schedule

For the committee members to perform the inspection, a procedure and schedule must be designed. The inspection shall be conducted on a monthly basis as set out in the Occupational Health and Safety Act and must be conducted by an employee representative and a management representative. The inspectors and the committee will use a standardized inspection form and determine on a monthly basis when the inspection will occur and who will be doing the inspection.

Preparing for the inspection

The designated committee members will review accident/incident forms, employee concerns etc. to select target areas of concern. The designated committee member(s) will design a route of travel to review the facility looking at various departments and process flows and review and prepare the inspection forms to be completed during the general workplace inspection prior to commencing the inspection.

**Conducting the Inspection**

Follow the planned route and inspect the various job tasks in all departments and observe the actions of the employees. If your inspection contains several different departments to inspect, you may want to do a general inspection of all departments and during each monthly inspection target one department to have a more detailed/thorough examination. Make a schedule to ensure all departments are inspected on a regular basis. Record on the inspection form any
potential hazard(s). Be methodical with the inspection. If hazards exist (potential or actual) rate the hazard using the hazard classification list. If you locate a Class A hazard, report it immediately to your supervisor so they may rectify the situation immediately. Report other hazard classes to the manager and the Joint Health and Safety Committee and review possible solutions in the next committee meeting.

Reporting of Inspection

Once the hazard has been observed, it should be written down on the inspection report. The following information should be included in the report or on an attached form:

- Specific details of the time, date and area inspected. This is required as situations may vary from day to day and month to month.
- Description of the actual or potential hazard(s) identified. If required, a diagram or picture could be used.
- Description of the location of each hazard, tools, equipment, chemicals or procedures used or followed.
- Recommendations of possible solutions or controls to each hazard identified.

Take the inspection form and notes to the Joint Health and Safety Committee meeting and have the committee discuss the findings and make recommendations (if necessary) based on the findings for all hazards.

Follow-Up of Inspection

Once the inspection has been reviewed, the committee may put forth further recommendations for the employer to assess and evaluate. The employer has twenty one (21) days to respond to any formal recommendation(s) and must respond in writing to the committee informing them of their decision. The follow-up process will ensure that actual or potential hazards have been dealt with in an effective manner and that effective controls for the hazards detected during the inspection have been prompted.
Workplace Violence and Harassment Policy

<table>
<thead>
<tr>
<th>Authority: Board</th>
<th>Date Ratified: March 22nd, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Amendments: N/A</td>
<td>Date Review: March 2022</td>
</tr>
<tr>
<td>Review Committees: Human Resources Subcommittee of the Board</td>
<td>Delegates: CUSA Executive Director CUSA Director of Human Resources</td>
</tr>
<tr>
<td>Next Review Date: January 2026</td>
<td></td>
</tr>
</tbody>
</table>

Carleton University Students Association (CUSA) is committed to providing a work environment in which all individuals are treated with respect and dignity, free of harassment, violence and discrimination. This philosophy supports our values and ensures that CUSA is meeting the human rights and occupational health and safety legislation where employees, Board and committee members are free from harassment and promotes equal opportunities.

1. PURPOSE

CUSA has adopted a policy to make clear that harassment, which includes violence in the workplace, will not be tolerated at CUSA. Individuals, regardless of seniority or position within CUSA and on the Board of Directors and committees, found to have engaged in conduct constituting harassment will be subject to discipline. More specifically, this Policy is intended to:

- Maintain a working environment that is secure and free from harassment;
- Identify types of behaviours that constitute harassment; and
- Establish and set out the mechanisms to deal with both informal and formal complaints of harassment.

2. APPLICATION OF POLICY

This Policy applies to all CUSA employees, Board and Executive members including, without limitation, full-time, part-time, contract, hourly or permanent staff and to all business-related interactions between employees and third parties who deal with the organization (consultants, contractors, service-providers, volunteers and members).
The Policy covers all forms of harassment prohibited by the Ontario Human Rights Code or other applicable statute ("Discriminatory Harassment") including harassment based upon race, colour, ancestry, place of origin, ethnic origin, citizenship, creed (religion), age, record of offences (including pardoned conviction), marital status, family status, same-sex partnership status, sex (gender), including pregnancy and childbirth, sexual orientation, gender identity and gender expression, and disability ("prohibited grounds of discrimination"). This Policy also covers harassment in the form of psychological or personal harassment (bullying), which falls under the Ontario Health & Safety Act ("Personal Harassment").

Anyone who works at CUSA or who is on the Board or Executive and believes that he or she has been harassed in the CUSA workplace or has experienced or is at risk of workplace violence may use the procedures set out in this Policy.

For the purpose of this Policy, CUSA's workplace includes any place where the business of CUSA is being conducted or where social or other functions of CUSA occur (i.e. at the office, outside the office, at office-related social functions, on the internet and through social media, in the course of work assignments outside the office, during missions, at work-related conferences or training sessions, during Board meetings and during work-related travel).

3. RESPONSIBILITIES

Every employee, Board and Executive member of CUSA have a responsibility to play a part in promoting a safe and positive workplace and ensuring that the work environment is free from harassment of any type. This responsibility is to be discharged by not engaging in, allowing, condoning or ignoring behaviour that constitutes harassment and violates this Policy.

Every employee is responsible for his or her own behaviour. However, supervisors and managers, have an additional obligation to oversee and correct the behaviour of other employees, by leading by example and by taking action whenever they become aware of any potential breach of this Policy. Taking action may involve performance management or speaking to the Director, Human Resources, or the Department Director.

The Executive Officer (ED) together with the Director, Human Resources (HR) are responsible for:

a) Discouraging and preventing harassment; this is a continuing responsibility, whether or not formal written complaints of harassment have been brought to the attention of the management of CUSA;

b) Investigating every formal written complaint of harassment and workplace violence;

c) Imposing appropriate disciplinary and/or rehabilitative measures, when a complaint of harassment is found to have been substantiated, regardless of the seniority or position at CUSA of the offender;

d) Doing all in their power to support and assist any employee of CUSA who complains of harassment by a person who is not an employee of CUSA (i.e. consultant, contractor, service provider, volunteers and representatives of CUSA's members);

e) Providing guidance and support to persons who are subjected to harassment;

f) Where harassment is found to have taken place, formally acknowledging such harassment to the person harassed;
g) Regularly reviewing the procedures of this policy to ensure that they adequately meet the policy objectives;

h) Maintaining records as required by this policy;

i) Making all employees of CUSA aware of the problem of harassment and workplace violence and the existence of the procedures available under this policy.

The Chair of the Board of Directors Human Resources Committee is responsible for:

a) Ensuring that an investigation is conducted into every formal written complaint of harassment by a Board or Committee member;

b) Ensuring the appropriate disciplinary and/or rehabilitative measures is imposed, when a complaint of harassment is found to have been substantiated, regardless of the seniority or position of the offender.

c) Doing all in their power to support and assist any Board and Executive member of CUSA who complains of harassment;

d) Providing guidance and support to persons who are subjected to harassment;

e) Where harassment is found to have taken place, formally acknowledging such harassment to the person harassed;

In compliance with the Code of Ethical Conduct for Directors, Board & Executives, must avoid all forms of discrimination and/or harassment. They are expected to act with integrity, holding to the highest ethical standards, and to lead by example, taking action whenever they become aware of any potential breach of this Policy.

4. DEFINITIONS

4.1 Discriminatory Harassment includes being subjected to comment or physical conduct related to one or more of the prohibited grounds of discrimination, which is intimidating, offensive, embarrassing or humiliating, interferes with work performance or job security, or creates an intimidating, hostile or offensive working environment, by someone who knows, or ought reasonably to know, that the comment or conduct is unwelcome.

It is not possible to identify each and every act that constitutes Discriminatory Harassment. By way of example, Discriminatory Harassment can include:

- Comments or conduct which disparages or ridicules a person's race, ethnicity, colour, language, religion;
- Stereotyping;
- Racial, ethnic or religious jokes, slurs, nicknames, or mimicry (oral, written or graphic);
- Persisting with comments or jokes after becoming aware that the behaviour is unwelcome; and
- Refusing to work with people because of a prohibited ground of discrimination.
4.2 **Personal Harassment** means being subjected to objectionable conduct or comment, which serves no legitimate work purpose, and creates an intimidating, humiliating, hostile or offensive work environment. Personal harassment includes workplace harassment as defined in the Ontario's Occupational Health and Safety Act and is defined as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

It is not possible to identify each and every act that constitutes Personal Harassment. By way of example, Personal Harassment can include:

- Spreading malicious rumours, gossip, or innuendo that is not true;
- Intimidating a person, verbal abuse, threats, belittling or humiliating a person;
- Deliberately not speaking to someone thereby ostracizing them;
- Yelling or using profanity;
- Refusal to work with a person;
- Unwarranted (or undeserved) punishment;
- Tampering with a person's personal belongings or work equipment;
- Making jokes, that are obviously offensive (written or oral);
- Undermining or deliberately impeding a person's work; and
- Other objectionable behaviour designed to torment, pester or abuse someone.

It is sometimes hard to know if Personal Harassment is happening in the workplace. It is important to remember that normally, when a manager or supervisor with the proper authority, gives appropriate/objective guidance, feedback or instruction in the workplace, or takes appropriate disciplinary action or performance management, that will not be considered Personal Harassment, but rather this is intended to assist employees with their work.

4.3 **Sexual Harassment** is a specific form of discriminatory harassment related to the prohibited grounds of sex (gender), gender identity, gender expression or sexual orientation. Sexual harassment includes any unwelcome sexual advances, requests for sexual favours; when such conduct might reasonably be expected to cause insecurity, discomfort or humiliation to another person; when submission to such conduct is made either explicitly or implicitly a condition of employment; when submission to or rejection of such conduct is used as a basis for any employment decision (including, but not limited to, matters of promotion, compensation, job security or benefits affecting the employee); when such conduct has the purpose or effect of interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment, or when such conduct is demeaning to a person.

It is not possible to identify each and every act that constitutes Sexual Harassment. By way of example, Sexual Harassment can include:

- Unwelcome flirtations, advances, propositions, requests for sexual favours, lewd or suggestive comments or other vocal activity such as catcalls, whistles and kissing sounds;
- Vulgar or sexual jokes (oral, written or graphic);
● Continuing to express sexual interest after becoming aware that the interest is unwelcome;
● Unwanted physical touching, blocking or impeding movements; and
● Indecent exposure or sexual assault.

Harassment typically involves a course of conduct or a pattern of behaviour, including more than one incident. However, one single incident, if sufficiently serious, can constitute harassment.

4.4 **Workplace Violence** is defined as the following under the Occupational Health and Safety Act:
- The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker.
- An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker.
- A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

5. NO RETALIATION FOR USING THIS POLICY

All employees, Board and Executive Members of CUSA have a right to make a complaint or enforce their rights under this Policy without retaliation or threat of retaliation.

Retaliation against a person who makes a complaint or who enforces any right under this Policy or who takes part in an investigation under this Policy will be treated in the same manner as harassment and be subject to the same disciplinary actions if the allegations of retaliation are confirmed.

Retaliatory behaviour could include:
- The failure to extend to a person (or others of the same group or with the same characteristics) opportunities available to others;
- The refusal to work with a person or others of the same group or with the same characteristics as the complainant; and
- The breach of the confidentiality requirements of this Policy.

6. WHAT TO DO ABOUT HARASSMENT AND WORKPLACE VIOLENCE

This Policy outlines both informal and formal options available to any employee, Board or Executive Member who believes that he or she has been harassed by any other employee, Board, or Executive member, or third party. Workplace violence will always be formally investigated.
CUSA encourages reporting of all allegations of harassment, regardless of who the offender may be. While CUSA is committed to resolving harassment concerns internally, nothing in this Policy precludes an employee, Board or Executive member from filing a complaint with the Ontario Human Rights Tribunal or as provided under any other applicable statute or having criminal charges laid in appropriate cases.

7. INFORMAL RESOLUTION OPTIONS

In many situations, simply informing the person that his or her comment or conduct is unwelcome will resolve the issue. A person who considers that she or he has been subjected to harassment is encouraged to bring the matter to the attention of the person responsible for the conduct. The employee, Board or Committee member should keep notes for themselves of the discussion including dates, times, location and names of any witnesses.

If the individual finds it too difficult to speak to the person directly (or if the individual has spoken to the person but the unwelcome comment or conduct persists, or if the individual feels that as a result he or she has been subjected to retaliatory behaviour) the individual is encouraged to make a written record of the date, time, details of the conduct, and witnesses (if any) and discuss his or her concerns with their Director or the Director Human Resources if an employee of CUSA.

Next steps after the employee’s discussion with his or her Director or HR:

- The employee may wish to have his or her Director speak to an HR Representative to address the matter informally by speaking with the colleague whose behaviour is unwelcome or accompanying the employee in doing so.
- The HR representative may, with the employee’s agreement and with the agreement of the alleged harasser, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is the HR Director, the employee can inform their Department Director or the Executive Director. The Executive Director will speak to the HR Director to resolve the matter. The Executive Director may, with the employee’s agreement and with the agreement of the HR Director, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is the Executive Director, the HR Director will speak to the Executive Director to resolve the matter. If the matter cannot be resolved at the staff level, the President will be brought into the discussion. The HR Director or President may, with the employee’s agreement and with the agreement of the Executive Director, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is the President, the ED will address the matter informally with him or her. If the matter cannot be resolved at the staff level, the ED, Board and HR will be brought into the discussion. They may, with the employee’s agreement and with the agreement of the President, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is a Board or Executive member, the ED will address the matter informally with him or her. They may, with the employee’s agreement and with
the agreement of the alleged harasser, mediate a discussion in an attempt to resolve the matter.

- In cases where the alleged harasser is a third party, the Department Director, with the assistance of the Director, HR, will investigate and resolve the matter.
- The employee may wish to make a formal written complaint (see below – **Formal Complaint Option**). The employee may seek the assistance of the HR in drafting the formal complaint.

Next steps after the **Board or Executive member’s** discussion with the ED and HR or member of CUSA's Senior Management:

- The Board or Committee member may wish to have the member of CUSA Senior Management speak to HR or the ED to address the matter informally by either speaking with the individual whose behaviour is unwelcome or by accompanying the Board or Executive member in doing so.
- The Chair of the HR Committee or ED may, with the Board or Executive member’s agreement and with the agreement of the alleged harasser, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is the ED, the President will speak to the ED to resolve the matter, although the Director of HR will be informed. If the matter cannot be resolved, the Board will be brought into the discussion. The President may, with the Board or Executive member’s agreement and with the agreement of the ED, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is the President, the ED will address the matter informally with him or her, although the Director of HR will be informed. The ED may, with the Board or Executive member’s agreement and with the agreement of the President, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is a CUSA employee, the ED and the Human Resources Director, will address the matter informally with him or her. They may, with the Board or Executive member’s agreement and with the agreement of the alleged harasser, mediate a discussion in an attempt to resolve the matter.
- In cases where the alleged harasser is a third party, a member of CUSA’s senior management, with the assistance of the HR Director, will investigate and resolve the matter.
- The Board or Executive member may wish to make a formal written complaint (see below – **Formal Complaint Option**).

The employee, Board or Committee member may wish to withdraw from any further action in connection with the complaint. However, in particularly serious circumstances, for example, where there are previous complaints or incidents involving the person complained of or in cases involving allegations of inappropriate physical contact, the ED, President or Director of HR may still initiate a formal investigation of the matter (see below – **Investigation of Formal Complaint**), despite the fact that the person has withdrawn from any further action if it is believed that
continued investigation is appropriate in the interest of ensuring that CUSA is free from harassment.

In every case where the matter is addressed informally, the employee, Board or Executive member will be kept apprised of how the matter is being addressed and of any proposed resolution initiatives. This informal procedure will be completed as soon as possible, normally within 14 days of the complaint being made, unless a longer period is appropriate in the circumstances. In this case, an HR Representative or the ED will notify the employee, Board or Executive member of the proposed time frame.

It is incumbent upon all employees to advise the Director of HR of any known serious harassment incident or allegation. Board and Executive members must advise a member of CUSA's senior management or a HR of any known serious harassment incident or allegation.

8. FORMAL COMPLAINT OPTION

The employee may decide to make a formal written complaint to the Director, HR. In the case of Board or Executive members, the written complaint would go to the President or ED, depending on the situation.

A formal written complaint may be made, whether or not the individual has already spoken to the Director, HR, President or ED in an attempt to deal with the matter by way of the informal process. The employee, Board or Executive member may also make a formal written complaint in the event that the informal process does not resolve the matter to the person's satisfaction.

Upon receipt of a formal written complaint, the Director HR and ED shall determine whether the conduct falls within the scope of this Policy and in the event that it does not, shall advise the person making the complaint (the “complainant”) accordingly and shall take no further steps under this Policy.

Where a formal written complaint falls within the scope of this Policy, the Director HR shall report the complaint to the ED and Departmental Director if it pertains to another employee, and/or to the President and the Board should the complaint be about the ED, Board or Executive member.

9. INVESTIGATION OF FORMAL COMPLAINT

The Director HR will initiate an investigation whenever he or she receives a formal written complaint, which falls within the scope of this Policy, or if directed to initiate an investigation by the ED, whether or not a formal complaint has been made.

The Director HR may also initiate an investigation in other circumstances where an investigation would be appropriate in the interest of ensuring that CUSA is free from harassment and workplace violence. An investigation might be appropriate where the Director HR becomes aware of a serious allegation or incident by a person who does not wish to make a complaint (formal or informal), but who describes a very serious allegation or incident (for example, where
there are previous complaints or incidents involving the person complained of or in cases involving allegations of inappropriate physical contact).

In the case of an CUSA employee, the investigation will ordinarily be conducted by the Director HR, and any other person(s) that may be designated by the Director HR to assist in the investigation. If the Director HR chooses to designate other person(s) to assist in the investigation, these individuals will usually be another member of the Human Resources team, management or, in some cases, could be someone external to CUSA, with due regard being given to the nature of, and parties to, the complaint.

In certain circumstances, the Director HR, in consultation with the ED, may designate someone external to CUSA to conduct the entire investigation. In all circumstances with complaints against Board or Executive Members, formal investigations will be done by an external investigator.

If the complaint is against the Director HR, the complaint must be made in writing to the ED who will designate someone external to CUSA to investigate the matter in accordance with the formal procedure. In this instance, the confidential record of the proceedings and the result will be retained by the ED.

If the complaint is against the ED by an employee, it must be made in writing to the Director HR. The Director HR will provide a copy to the President. The Director HR, in consultation with the President, will designate someone external to CUSA to investigate the matter in accordance with the formal procedure. In this instance, the President will receive the investigative findings and follow through with the procedure identified in this section. If the complaint is made by a Board or Executive member, it will be made in writing to the President and the Director HR will be informed.

If the complaint is against the President, it must be made in writing to the HR Director who will provide a copy to the ED and the Board. The Director, HR in consultation with the ED will designate someone external to CUSA to investigate the matter in accordance with the formal procedure. The ED and Director HR (in the case of an employee complaint) will receive the investigative findings and follow through.

If the complaint is against a Board Member, or Executive Member by an employee, it must be made in writing to the Director HR, who will provide a copy to the ED and the President. If the complaint is from another Board or Executive member, the written document is given to the the ED, president and director HR The Director, HR,(if employee based) in consultation with the President and ED, may designate someone external to CUSA to investigate the matter in accordance with the formal procedure. The President, ED and HR Director will receive the investigative findings and follow through. If the formal complaint is Board or Executive based, an external investigator will be used and the report will be provided to the Director of HR and ED.

If the complaint is by an employee against a third party, it must be made in writing to the Director HR, who will provide a copy to the Department Director and ED. Depending on the severity of the issue, the Director HR, in consultation with the Department Director, may designate someone external to CUSA to investigate the matter in accordance with the formal procedure. The ED, Department Director and HR Director will receive the investigative findings and follow through. If the complaint is made by a Board or a Executive Member against a third party, it must be made in
writing to the ED. An investigation may be undertaken by an external consultant. The ED and Director HR will receive the findings.

For employees, the investigation will be completed, and the appropriate resolution decided upon 30 days of the Director HR (or ED in the event that the complaint is made against the Director HR or President in the case where the complaint is made against the ED) receiving a formal written complaint or upon the Director HR electing to, or being directed to, initiate a complaint, unless a longer period is appropriate in the circumstances. In this case, the Director HR will notify the complainant as well as the person against whom the complaint is made (the “respondent”) of the proposed time frame.

At any stage during the process, the complainant has the right to withdraw from any further action in connection with the complaint. The Director HR, however, remains obligated to pursue the matter if he or she believes that continued investigation is appropriate in the interest of ensuring that CUSA is free from harassment (for example, if there are concerns that withdrawal of the complaint occurred as a result of possible retaliatory behaviour by the respondent or others, or in the cases where there are previous complaints or incidents involving the respondent, or in cases involving allegations of inappropriate physical contact).

All procedural and administrative matters arising during the course of the investigation will be facilitated by the Director HR, unless the complaint is made against the Director HR, in which case such matters will be facilitated by the ED or his/her designate.

In the course of the investigation, the investigative team will:

- Interview the complainant regarding the written complaint;
- Give a copy of the written complaint to the respondent or advise the respondent in writing of the allegations;
- Provide the respondent with an opportunity to respond to the complaint orally or in writing and give a copy of any written response or a written summary of the oral response to the complainant;
- Investigate the complaint by speaking to the complainant, respondent and other individuals where appropriate;
- The individuals involved may, during the discussion, have a friend, family member or work colleague present; and
- Provide a report of the investigative findings to the Director HR (unless the complaint is made against Director HR) and ED (or President, in the case that the complaint is against the ED). The ED will receive a copy if the complaint is against the President or an Executive member.

Upon receipt of the report, the Director, HR (or ED or President, as the case may be) will:

Where the complaint is substantiated:

- Advise the complainant and respondent of the outcome of the investigation;
- Initiate appropriate disciplinary or rehabilitative action;
Lodge a confidential record of the investigative proceedings and the result with the Director HR, which will be kept in the employee file or Board file.

Where a complaint is not substantiated:
- Take no further disciplinary action against the respondent;
- Advise the complainant and respondent of the outcome of the investigation;
- Lodge a confidential record of the investigation proceedings and the result with the Director HR.

10. DISCIPLINARY AND REHABILITATIVE ACTION

Disciplinary and rehabilitative action arising out of the informal resolution process or resulting from a formal complaint and subsequent investigation may include one or more of the following:

For employees, as determined by the Director HR and the ED:
- A formal apology;
- Counseling and/or attendance at educational seminars on harassment;
- A verbal warning delivered to the person who was deemed to have engaged in the harassment (and documentation of the conversation kept in Human Resources);
- A written warning delivered to the person who was deemed to have engaged in harassment (and placed in that person’s personnel file);
- The suspension with or without pay of the employee; and/or
- The termination of the employee.

For Directors and Executive Members:
- A verbal warning by the ED delivered to the person who was deemed to have engaged in the harassment; documentation of the conversation kept in Human Resources; and an apology to the complainant;
- A written warning by the ED delivered to the person who was deemed to have engaged in harassment (and a copy of the documentation kept in Human Resources);
- On the recommendation of the Board, a special meeting takes place to remove the individual from the Board.

The disciplinary actions may not follow the order as it is listed above, as it will depend upon the severity of the issue and/or if the behaviour is repeated. In all cases where disciplinary or rehabilitative action is warranted, the Director HR (or designate) is responsible for taking all reasonable measures to ensure that there is no retaliatory behaviour.
11. CONFIDENTIALITY

CUSA understands that it is difficult to come forward with a complaint of harassment and recognizes a complainant's interest in keeping the matter confidential.

To protect the interests of the complainant, the person complained against and any others who may report incidents of harassment, confidentiality will be maintained throughout the investigatory process to the extent practicable and appropriate under the circumstances.

Where a complaint has been made, the complainant, the alleged harasser and all those involved in the process have an obligation to maintain the confidentiality of the matter and not disclose any details pertaining to the complaint and the fact of the complaint except to the Director HR and any other persons investigating the complaint on behalf of CUSA.

All records of complaints, including contents of meetings, interviews, results of investigations and other relevant material will be kept confidential by CUSA, except where disclosure is required by a disciplinary or other remedial process.

12. PROCEDURE WHERE AN EMPLOYEE, BOARD OR COMMITTEE MEMBER BELIEVES THAT A COLLEAGUE HAS BEEN HARASSED

Any employee, Board or Executive member of CUSA, who believes that a colleague has experienced or is experiencing harassment, is encouraged to notify the Director HR and /or ED.

Where a person believes that a colleague has experienced or is experiencing harassment (or retaliation for having brought forward a complaint of personal/sexual harassment) and reports this belief to the Director HR they shall meet with the person who is said to have been subjected to harassment and shall then proceed in accordance with the established procedures in sections 7 and 9 above.

If CUSA becomes aware, or ought reasonably to be aware, that domestic violence that would likely expose a worker to physical injury may occur in the workplace, CUSA will take every precaution reasonable in the circumstances for the protection of the worker.

13. HARASSMENT BY PERSONS OUTSIDE OF CUSA

CUSA recognizes its responsibility to support and assist any employee, Board or Executive member who believes that he or she has been harassed by a person outside CUSA during the course of their business-related interaction with CUSA. This includes volunteers, consultants, contractors, and service providers.

If an employee believes that he or she has been harassed by a person outside CUSA in the course of his or her business-related interaction with that person, the employee may bring his or her concerns to the attention of the Director HR. The Director HR, in consultation with the ED will ultimately be responsible for appropriately investigating and resolving the matter for CUSA staff.

14. PROVISION OF INFORMATION TO A WORKER AT RISK
Directors will provide information, including personal information; to a worker related to a risk of workplace violence from a person with a history of violent behaviour if, the worker can be expected to encounter that person in the course of his or her work and the risk of workplace violence is likely to expose the worker to physical injury. In these circumstances, the disclosure of personal information will be limited to what is reasonably necessary to protect the worker from physical injury.

15. COMPLAINTS MADE IN BAD FAITH

In the event that the complaint was made in bad faith - in other words, the person making it had absolutely no basis for the complaint and deliberately and maliciously filed the complaint - that person will be disciplined and a record of the incident will be put in her or his file.

Disciplinary actions for someone who complains in bad faith will be the same as for a case of violence, harassment and discrimination and will depend on the seriousness of the situation.

Compensation for the person falsely accused may include steps to restore any lost reputation, and any of the remedies that would be available in a case of violence, harassment and discrimination.

16. POLICY REVIEW

This policy shall be reviewed annually or sooner by the Director Human Resources and the Executive Director as may be necessary.
Purpose:

This Policy reflects the Carleton University Students Association’s (CUSA) commitment to a safe, positive, and healthy workplace. CUSA encourages, supports, and offers health-related programs that will assist employees in achieving ownership for their physical, mental, and emotional well-being, resulting in improving the overall health and well-being for all employees of the Carleton University Students Association.

Development of a partnership between CUSA and its employees will improve the health and well-being of all staff. A healthy workplace leads to improved satisfaction and morale, which contribute to a more effective organization.

Scope:

1.01 This Policy applies to all full-time CUSA employees.

WORKPLACE WELLNESS PROGRAM MANDATE

1.02 CUSA recognizes that the ability of an organization to achieve its objectives is dependent upon the well-being of all employees.

1.03 CUSA acknowledges that the key elements of a healthy workplace include the physical environment, health practices, social environment and personal resources. It is also recognized that these broad-based factors are interdependent and must be considered as parts of a holistic approach to a healthy workplace and employee well-being.

1.04 CUSA will provide a healthy workplace by:

(1) Providing the funding and support for a healthy workplace to the Human Resources Department and Wellness Team;

Department and Wellness Team:

- Providing a healthy and safe physical work environment;
- Facilitating employees’ own efforts to make improvements in their health practices;
- Providing a social environment supportive of employee well-being;
- Developing the personal resources (knowledge, skill and ability) of employees to help them cope & deal with the social and work aspects of their lives;
● Reducing or eliminating unnecessary stress caused by the work environment;
● Enhancing employees' sense of influence over their work and their lives.

Objectives

● The development of a healthy workplace environment will convey corporate values;
● support for employee health.
● Development of a partnership between CUSA and its employees that will improve the health
and well being of all staff.
● (10) A healthy workplace leads to improved satisfaction and morale, which contribute to a
more effective organization.
● The objective of this program is to:
  i. Improve understanding of workplace issues that impact the health and
     well-being of CUSA staff;
  ii. ii. Provide a work environment that will support employee health and
       well-being;
  iii. iii. Build the knowledge, skill and ability of staff to take control over their
       well-being by helping individuals become actively involved in improving
       their personal health.

ROLES AND RESPONSIBILITIES

1.05 Workplace Wellness Team: The Wellness Team consists of a group of volunteers who are
interested in and committed to enhancing the health and well-being of employees. Membership is
drawn from management, Human Resources, and from other departments.

   The Wellness Team will:

   ● Assess employee wellness needs by actively seeking input from employees and
     managers;
   ● Develop and implement wellness initiatives to address the needs of our staff;
   ● Provide information that employees can use to decide on participation in
     health promotion programming;
   ● Encourage and actively seek input from employees and managers in regards to
     wellness needs; and,
   ● Familiarize employees with the idea that there are several inter-connected
     avenues to achieve
   ● health and wellness and that CUSA will undertake activities in many of these
     areas in order to enhance employee well-being.

1.06 Management Responsibilities:

   ● Keep employees up-to-date on Healthy Workplace activities and programs, through regular communication;
   ● Support and encourage employee involvement in the Wellness Program (i.e. create a healthy work environment, Wellness teams, etc.) as a component of employee involvement in professional development.
● Offer training and coaching to employees who want to become involved in the program for developmental reasons.
● Contribute ideas, opinions and expertise to the work of the Wellness Committee; and,
● Participate in the programs, activities and resources provided through the Wellness Program and provide healthy food options for meetings, training and other Staff events associated with CUSA.

1.07 Human Resources Responsibilities:

● Administer the workplace wellness budget, workplace wellness program and workplace wellness team
● Review and revise human resources policies that impact employee health to ensure that they support and are consistent with CUSA’s Workplace Wellness Policy and in consultation with the wellness team and management develop human resource policies that will provide an environment which supports employee well-being on an annual basis.

COMMUNICATION, TRAINING AND IMPLEMENTATION

1.08 A healthy workplace requires company-wide participation. Employee participation can include developing, implementing and reviewing health actions and policies, involvement in planning lifestyle health promotion programs at work, identifying problems, devising solutions and then implementing and evaluating these solutions. Employees are encouraged to participate in any or all programs that are made available to them.

1.09 On a yearly basis, CUSA employees will be surveyed to determine which wellness initiatives are important to them. These results will be compiled and analyzed by the Workplace Wellness Team to develop sessions and initiatives for the coming year. Monthly Workplace Wellness Initiatives will take place during work hours, over lunch breaks and after work hours to provide flexibility for all employees. Details regarding Workplace Wellness sessions will be communicated through email as well as the monthly CUSA newsletter.

EVALUATION

1.10 The Workplace Wellness Policy will be evaluated through use of data and trends indicating outcomes. A GAP analysis will be conducted on an annual basis to determine if employee workplace wellness needs are being met