

**THE CANADIAN ASSOCIATION  
OF BUSINESS STUDENTS INC.**



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BUSINESS ETHICS AND HR POLICY			
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TITLE		NAME	
SECRETARY		SIDHANT SHARMA	
SIGNATURE			DATE
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APPROVALS			
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# 1. PURPOSE AND SCOPE

- a. The Business Ethics and Human Resources Policy provides the framework for cultivating and maintaining high professional standards among the employees of the Corporation. This Policy details how the Corporation is to undertake specific employee-related tasks, including how to recruit, hire, train, motivate and compensate employees, and how to address Employee misconduct.
- b. The Business Ethics and Human Resources Policy is sovereign to the By-Laws of the Corporation and is aligned with all other governing documents of CABS.

# 2. DEFINITIONS

- a. The terms that appear in this policy are defined in the Policy of Definitions; terms that do not appear in that list of definitions but do appear in the “Definitions” section of the Bylaws of the Corporation are equally enforceable in this policy.
- b. “Employee” means any person who has agreed to work for the Corporation for any length of time; this includes all volunteers, directors, associate directors, executive directors, directors of the board, all members of the Leadership Team and Officers, but excludes independent contractors.
- c. “Head Office Director” means any Employee of the Corporation who works within the portfolio of an Officer, but does not work within or under a Program Team.
- d. “HR Committee” means the Business Ethics and Human Resources Committee established under Article 3 of this Policy.

### **3. ROLE CREATION AND DEFINITION**

#### **a. Delegation of Authority**

- i. Board of Directors and committees of the Board of Directors: Role descriptions and responsibilities are outlined in the By-Laws
- ii. Leadership Team: Specific role descriptions are outlined in the Leadership Team Recruitment Timeline and Process document, which is maintained and updated by the President and Vice Chair
- iii. Program Team and Leadership Team Directors: Respective Leadership Team members are responsible for developing the role descriptions for the Program Team and Leadership Team Director positions

#### **b. Role Creation and Revision Process**

- i. Role creation process for Board of Directors and Leadership Team is prescribed in the By-Laws;
- ii. Program Team and Leadership Team Directors: Any and all Program Team and Leadership Team Director positions are hired at the discretion of the applicable Leadership Team member;
- iii. Prior to any new role being created or re-evaluated, the appropriate process must be followed:
  1. Any Employee may propose the creation of a new role by submitting a request to the President;
  2. The President reviews the request, and if applicable, seeks advice, feedback and counsel from the members of the Leadership Team and other parties at the discretion of the President;
  3. Whether the request is approved outright, or approved, pending further analysis, The President must order the creation of a role definition;
  4. The act of preparing a Role Definition document, according to the mandatory format as prescribed in this Policy, serves as the required procedure to analyze the role, and to

determine the preferred qualifications and responsibilities thereof;

5. The President reviews the proposed role definition, and either approves or denies it, and may alternatively request amendments prior to another review and approval.

c. Role Definition Document

The official format of any Role Definition must include the following sections, presented in sequence:

- i. Role Description
- ii. Immediate Superior / Supervisor
- iii. Responsibilities and Duties
- iv. Preferred Qualifications
- v. Expected Length of Term

## **4. ATTRACTING**

a. Board of Directors and Leadership Team

- i. Responsibility for attraction and recruitment of members of the Board of Directors and the Leadership team is that of the Vice Chair of the Board, who shall leverage contacts within the organization for assistance, including but not limited to the President and other members of the Leadership Team and/or Board.
- ii. Attraction activities and duties must begin no later than the start of the first quarter of any fiscal year, and should aim to have one or more candidates succeed to each position of the Leadership Team and Board of Directors for the subsequent term.
- iii. Attracting activities may include:
  1. Forming and activating publications, such as advertisements and social media posts to attract members of the general public and/or targeted audiences.
  2. Review the databases and registers of current and former members of CABS, its member organizations, corporate

partners' employees and contacting them for the purpose of promoting the positions and surveying their interest.

3. Contacting not-for-profit placement agencies that connect professionals with matching not-for-profits, based on the organization's specific needs for Board directors or leadership team members with specific skills and connections.
  - iv. Attracting activities also require that communication is maintained with interested candidates into the nomination and application period, and that they are provided the support and guidance to pursue the position according to the process in effect at the time, as amended from time to time by the Elections Committee.
  - v. Attracting activities must ensure the inclusion of all candidates, without prejudice or exclusionary measures applied.
- b. Program Team Directors and Resources
- i. Responsibility for attraction and recruitment of program team directors, including the Executive Director(s) is that of any Leadership team member who seeks to hire directors for any program under their purview.
  - ii. Attraction activities and duties are at the discretion of the hiring Leadership Team member and the President, whereas acceptable methods of hiring include publishing requests for bids or promoting application to specific roles as the program and/or situation may require.
  - iii. Attracting activities may include:
    1. Forming and activating publications, such as advertisements and social media posts to attract members of the general public and/or targeted audiences.
    2. Review the databases and registers of current and former members of CABS, its member organizations, corporate partners' employees and contacting them for the purpose of promoting the positions and surveying their interest.
    3. Contacting member and partnering student organizations to recommend candidates with the capacity, resources and potential interest to fulfill the role(s).

## 5. RECRUITMENT AND SELECTION

- a. The scope of this section on recruitment is limited to the hiring of roles subordinate to the Leadership Team members, given that the Leadership Team and Board of Directors recruitment policies are prescribed in the By-Laws and in the Elections Policy.
- b. For information regarding the recruitment and selection of volunteers for competitions and conferences, refer to the Competitions and Conferences Policy.
- c. Recruitment of “Head Office” Directors reporting directly to any member of the Leadership Team:
  - i. can be conducted on an on-going basis throughout the year;
  - ii. is executed by that Leadership Team member;
  - iii. is executed ultimately under the direction of the President, as the leader responsible for the Executive Office.
- d. Leadership team members may recruit any number of additional Directors to assist them in their Head Office initiatives and portfolio tasks.
- e. The Board of Directors need not approve program or “Head Office” related recruitment but should be updated on a timely basis as recruitment occurs.
- f. The recruitment and selection process is prescribed by the following, including steps ordered sequentially:
  - i. Interview - an optional step in the process, the respective leadership is encouraged to consider conducting and interview with the candidate, and may invite other parties such as the President, as left to their discretion;
  - ii. Review and Selection with Leadership Team - an optional step in the process, once the hiring Leadership Team member has a selected candidate or shortlisted pool of candidates, they will present the candidate(s) to the Leadership Team for review of the application(s);
  - iii. Review and Selection with President - a mandatory step in the process, once the hiring Leadership Team member has a selected final candidate for a role, will obtain the written authorization of the President to extend the Letter of Offer to the candidate;

- iv. Letter of Offer - a mandatory step in the process, the hiring Leadership Team member must generate and sign a Letter of Offer using the official template provided by the Corporation;
- v. CABS Director Statement - a mandatory step in the process, the Offer presented is conditional of the candidate's acceptance of and execution of this step, whereas the CABS Director Statement is a document by which the candidate accepts the responsibilities of their role, their fiduciary responsibilities to the Corporation, and their acceptance to adhere to the governance and rules of the Corporation;
- vi. Employee Registration - a mandatory step in the process, the Human Resources Committee is required to submit a form to the candidate to collect basic personal information, and to record this information in the official Employee Database, if possible, through automation.
- vii. Verification - The President or a delegate thereof is to ensure that the information provided by the new employee is accurate and complete, and if necessary, input the information into the Employee Database manually.
- viii. Employee Onboarding - a mandatory step in the process, the Respective Leadership Team Member onboarding must be completed, as outlined in section 7.

## **6. RECRUITMENT AND SELECTION OF BOARD OF DIRECTORS, LEADERSHIP TEAM**

- a. CABS Board of Directors/Leadership Team Statement - a mandatory step in the process, the Offer presented is conditional of the candidate's acceptance of and execution of this step, whereas the CABS Board of Directors/Leadership Team Statement is a document by which the candidate accepts the responsibilities of their role, their fiduciary responsibilities to the Corporation, and their acceptance to adhere to the governance and rules of the Corporation;
- b. Employee Registration - a mandatory step in the process, the Human Resources Committee is required to submit a form to the candidate to collect basic personal information, and to record this information in the official Employee Database, if possible, through automation.



- c. Verification - The President or a delegate thereof is to ensure that the information provided by the new employee is accurate and complete, and if necessary, input the information into the Employee Database manually.
- d. Employee Onboarding - a mandatory step in the process, the Respective Leadership Team Member onboarding must be completed, as outlined in section 7.

## **7. ONBOARDING**

- a. All current policies and bylaws must be sent out to new employees as prescribed within the CABS By-Laws;
- b. Any access to digital platforms required by the role must be obtained and assigned by the direct superior, or any delegate thereof;
- c. Role specific training and transitional programs administered to employees must be organized by the President or any delegate thereof;
- d. Organization wide training administered to employees must be organized by the Human Resources Committee;

## **8. TRAINING AND DEVELOPMENT**

- a. Onboarding, which includes an employee signing off on their duties, rights, responsibilities and expectations, must be completed prior to their official position start date;
- b. Training must be provided to all Employees at a reasonable amount of time, subsequent to hiring;
- c. All Employees will be overseen in their running of events and programs owned by the Corporation to ensure their successful execution;
- d. Officers will dedicate part of their role to the appropriate on-boarding, training, and management of event and program teams to ensure that all Employees are positioned to successfully execute their roles;

- e. Officers will hold themselves responsible for ensuring an adequate, constructive, and collegial learning environment for all volunteers of the Corporation.
- f. All Employees of the Corporation undertaking a new role shall seek out the necessary guidance, resources, and other pertinent information related to their effective transition, if not otherwise offered by the predecessor of their role.

## **9. COMPENSATION**

- a. CABS Leadership Team

- i. Amount

1. The CABS Executive Leadership shall be eligible for an annual honorarium of \$1,500.00 CDN per position for services rendered. Members of the CABS Executive Leadership team shall submit a request form for honorarium in conjunction with performance reports to the Board of Directors for approval.
2. The Board of Directors shall determine the approval of the request with the decision underwritten by the Chair and Vice-Chair of the Board of Directors. The Board of Directors shall determine fulfillment of honoraria based on the performance results submitted to date. Full record of Honoraria requests and commensurate performance reports shall be archived irrespective of approval.
3. The Vice President of Finance shall be exempt from honoraria eligibility. VP Finance shall be eligible for \$1,500.00 CDN annual compensation as approved by the Board of Directors.
4. Compensation shall be remitted on a prorated basis of the fiscal year.

- ii. Assessment

1. At the last BOD meeting of the fiscal year, the Board of Directors of the Corporation shall reward an honorarium to the Leadership Team members. The amount of said honorarium shall be determined based on an objective review of each member's performance throughout the year.

iii. Scoring

1. The Board of Directors shall assess Leadership Team performance based on the following criteria:
  - a. Leadership Team job description
  - b. Leadership Team Annual Action Plan
  - c. Quantifiable goals and expectations for performance
  - d. Availability and time devoted to the Corporation
  - e. Enthusiasm and initiative demonstrated within colleagues
  - f. Contribution to program teams and services

iv. Payout

1. The honorarium is receivable within a reasonable period of time subsequent to the final BOD meeting of the fiscal year.

b. Other Employees/Members

- i. For all other members, direct superiors of any Employee of the Corporation should consider all opportunities to recognize members for their work, and to promote their achievements publicly in the form that they see fit.

## **10. PERFORMANCE MANAGEMENT**

- a. Employees will hold their performance to accepted standards agreed to by the faction or supervisor to which they report, according to the delegation

of authority of the Corporation, throughout their respective volunteer terms of service to the Corporation as enforced by a signed volunteer contract.

- b. Employees will hold themselves to a high standard and remain cognizant of the purpose of the Corporation, and that they stand for the holistic betterment of business students across Canada.
- c. All managers and superiors are expected to set goals with and for their subordinates, to touch upon what is appropriate practice, and determine what assistance is needed by the subordinate or employee in order to effectively achieve their goals. Where goals cannot be met to the satisfaction of the manager or organization, the supervisor must then consider escalation to their peers, or disciplinary measures upon the employee in question in accordance with appropriate governance.

## **11. HEALTH, SAFETY AND PRIVACY**

- a. All events held by the organization must adhere and abide by health, safety, and privacy guidelines, both at the venue or platform on which they are held, and according to the guidelines outlined in the respective policies.
- b. The organization is responsible:
  - i. for ensuring that all Employees of the Corporation are provided a safe work environment, that is free from physical, emotional or psychological hazards as required to be compliant with any and all relevant employment legislation;
  - ii. to encourage employees to refuse work they deem unsafe for their person; and
  - iii. to take all reasonable means to prevent and correct causes of circumstances of an unsafe workplace for the Employee.

## **12. EMPLOYEE CONDUCT**

- a. Employees will conduct themselves in a positive, constructive manner throughout their respective volunteer terms of service to the Corporation, embodying the values of leadership, progressiveness, trust, and respect.

- b. Employees will conduct themselves in a manner which embodies a courteous, respectable, and hardworking business professional, and stand as a role model for current and future business students.
- c. Employees must maintain the utmost vigilance in circumstances where the Corporation interacts directly with the Membership, including conferences and competitions, as well as through online interactions. Within reasonable limits, Employees are expected to uphold the wellbeing and safety of all delegates.
- d. Employees should report, without undue delay, any transgression of this Policy.

## **13. NON-EMPLOYEE CONDUCT**

- a. For the purpose of this Policy, a non-Employee is any individual who is not a Board or Leadership Team member who becomes involved with the Corporation in some capacity, such as through volunteering, attending conferences or competitions, or engaging with the participants of any CABS programs, events, services, or initiatives.
- b. This Policy only governs conduct as it pertains to activities operated by or on behalf of the Corporation. This Policy does not apply to an individual's activities outside of the scope of the Corporation, unless such activities impact any function of the Corporation.
- c. Non-Employees will comport themselves professionally and with the utmost dignity and respect for others.
- d. Non-Employees should report, without undue delay, any transgression of this Policy.

## **14. EMPLOYEE REPORTING AND CONFLICTS OF INTEREST**

- a. All Employees will act in accordance with the underlying purpose of the Corporation, and will not undertake any activities that harm the integrity

and going concern of the Corporation or its partners, stakeholders, or members.

- b. Employees will act in the best interest of the business students in Canada, making decisions that support the furtherance of the goals and objectives of the Corporation and the students which it serves.
- c. Employees shall not promote, partake in, or tolerate discrimination based on a protected grounds as identified in relevant federal and provincial human rights legislation and will duly report any incidents to the Corporation. Discrimination includes bias in hiring or provision of services, exclusion or alienation during conferences, competitions, or meetings, and discriminatory comments made either in the context of an Employee of the Corporation or in any other context whereby the Employee's comments reflect upon the Corporation.
- d. All Employees shall not promote, partake in, or tolerate any form of abuse, including verbal abuse or sexual harassment, and will duly report any violation of the *Criminal Code of Canada* to the Corporation or to the police, as required.
- e. Property belonging to the Corporation and its events and programs cannot be illegitimately used for the personal gain of any individual.
- f. Under no circumstances can an Employee accept any gift or token that could be considered a bribe.
- g. It is each employee's duty to disclose to the Board Chair or President any personal interests which they may have in any matter pending before the Corporation and shall refrain from participation in any discussion or decision on such matter.
- h. An Employee involved in a decision-making process who presents a conflict of interest with respect to the decision must be recused from the process, where:
  - i. an HR Committee member has been recused, they must be replaced by a member of the Board of Directors; and
  - ii. the Chairperson of the Committee shall request that the Chairperson of the Board of Directors bring forth a motion for a member of the Board to be elected by the Board to sit temporarily on the Committee in place of the recused individual.
- i. If conflict of interest is breached, the infractions pursued will be at the Board's discretion; which may include termination of membership, removal from office, or further legal action.

## 15. INCIDENT REPORTING & REVIEW

- a. An incident includes any situation wherein the reporting party subjectively believes that the reported party has violated the interests or integrity of the reporting party, another individual, or the Corporation. Violations may include, but are not limited to, bullying, lewd conduct, unwanted sexual advances, unwanted physical contact, discriminatory conduct, the purchase or consumption of prohibited substances, any violation of an event's applicable code of conduct, or any violation of the *Criminal Code*.
- b. An incident report must include:
  - i. The names of parties involved, unless the provision of any such details would violate the privacy of the victim;
  - ii. Details of the event being reported, including the date, time, and location; and
  - iii. A complete description of the event being reported.
- c. To report an incident, a person may:
  - i. Submit a report through the online platform; or
  - ii. Make a statement, by any medium, to any Director or Member of the Board of Directors or Leadership Team, who must then complete the incident report form on the online platform if the reporting party is incapable or unwilling of doing so.
- d. Where a Leadership Team member or Board member receives an incident report, the recipient must provide said report to the HR Committee without undue delay, while maintaining confidentiality.
- e. The details of an incident report will remain maximally confidential and confined only to the members of the HR Committee and the recipient, should the latter not be a member of the HR Committee. Where possible, confidential details, especially the names of victims, should be excluded from the disclosure and recommendation provided to the Board.
- f. The HR Committee Chairperson must submit an acknowledgement of receipt of report within 48 hours of the report being submitted, and the

Committee must commence an investigation within 14 calendar days after receiving an incident report.

- g. Investigations pursuant to an incident report may include contacting the parties named in the incident report and soliciting witness statements. The investigation shall be carried out in such a way as to protect the identity and interests of all involved individuals and/or parties.
- h. If the HR Committee determines that the reported incident is an emergency, or constitutes an offence under the *Criminal Code*, the HR Committee must report the incident to the relevant authorities without undue delay.
- i. Incident reports will be redacted and stored indefinitely, with each incident report given a unique identification number.

## **16. THE ONLINE PORTAL**

- a. The HR Committee shall create and maintain an online portal to be used for incident reporting.
- b. The online portal will provide for anonymous submissions, but will allow the reporting party to self-report their identity if they so choose.
- c. The online portal must remain open to submissions at all times.
- d. Reports submitted through the online portal shall only be accessible to the members of the HR Committee.

## **17. EMPLOYEE DISCIPLINE**

- a. Grounds for Disciplinary Action:
  - i. Employees and non-Employees are subject to disciplinary action where the individual's conduct at CABS affiliated events, workspaces, involvement in CABS programs, or within personal interactions includes:
    - 1. Belligerent behaviour as a result of excessive alcohol consumption,



2. Use or abuse of drugs, including marijuana,
  3. The reckless endangerment of others,
  4. Abusive behaviour, including discrimination and bullying, and
  5. The commission or attempted commission of any offence under the *Criminal Code*, especially including harassment, sexual harassment, assault, sexual assault, and destruction of property.
- ii. Employees and non-Employees are subject to disciplinary action where the individual's conduct incites, abets, or otherwise fails to prevent activities or behaviours that create an appreciable risk to the Corporation or those individuals for whom the Corporation has responsibility. Such activities or behaviours include
1. Belligerent behaviour as a result of excessive alcohol consumption,
  2. Use or abuse of drugs, including marijuana,
  3. The reckless endangerment of oneself and/or others,
  4. Abusive behaviour, including discrimination and bullying, and
  5. The commission or attempted commission of any offence under the *Criminal Code*, especially including harassment, sexual harassment, assault, sexual assault, and destruction of property.
- b. Should an Employee or non-Employee violate any of the above guidelines, immediate and swift action will be taken to review all reported incidents. Violations will be reviewed in a timely manner and with regard to the severity of the violation.
- c. The Board of Directors is empowered to determine suitable disciplinary measure(s) which may include, but are not limited to:
- i. Ordering that the Employee undergo re-training and rehabilitation;
  - ii. Ordering the Employee's cooperation in a reconciliation process, at the consent of the victim where applicable;

- iii. Terminating the Employee's contract;
  - iv. Removing any eligible performance based honoraria from the Employee's benefits;
  - v. Disallowing privileges such as free entrance to conference events or expense reimbursements;
  - vi. Imposing financial liability for actions that have adversely affected the Corporation; and
  - vii. Pursuing legal action.
- d. An Employee is privy to the information and/or recommendation to be presented to the Board of Directors by the HR Committee, with respect to disciplinary action, and has the right to submit a statement of defence at the same time, and to be available to the Board to answer questions in their defence.
- e. Officers and supervisors are responsible for maintaining a record of their subordinates, including any breaches of governance, and Code of Conduct as outlined within this policy, requests for support and/or resources, refusals to work, and any other information that may be deemed important to pursue disciplinary action.

## **18. TERMINATION FROM AND RE-ALLOCATION WITHIN THE CORPORATION**

- a. Any termination procedures of the Corporation will be directly managed by the Employee who is the immediate superior to the Employee to be terminated.
- b. Termination will be justified where the impugned Employee's superior satisfies the Employees' respective supervising Officer that the Employee's conduct has proven detrimental to the effectiveness of the Corporation and/or its offerings. Such conduct may include insubordination, tardiness, absence, or failure to perform the duties outlined in the job description.
- c. All Program Team-related changes shall be vetted by the Program Team's designated Officer.

- d. All Leadership Team Director changes will be vetted by the Leadership Team and disclosed to the Board of Directors.
  
- e. In the event that the Vice President of Finance is removed from office or resigns, the Secretary must be signed onto the bank account and granted the financial privileges of Vice President of Finance in the interim, pending replacement of the Vice President of Finance.