

- (d) Sales.
- (e) Brand management.
- (f) Marketing strategy.
- (III) Maintain and update all Society's digital media, including but not limited to:
 - (a) The Society's website.
 - (b) Email announcements.
 - (c) The Society's calendar of events.
- (IV) Act as a marketing consultant for the members of Service Council and their committee members.

Article 7: Hiring Policy

Section 7.01: Posting of a Position

- (A) In posting a position, the posting must be made with the intention of informing the general membership of the Society and all reasonable efforts shall be taken to ensure that the posting is widely disseminated within the Society and easily accessible to the general membership.
 - (I) The making available of a job description on the Society's website along with an explanation of the relevant hiring process shall constitute the posting of a position.
- (B) Position postings must occur no less than seven days before the application deadline.
 - (I) No special circumstances shall grant a shorter posting time.
- (C) The Human Resources Director may refuse the recruitment of a newly created Service Council Committee position should they deem it inappropriate or unnecessary.

Section 7.02: Scheduling of Interviews

- (A) A pre-screening process may be conducted by interviewers prior to interviews ensure efficiency in the hiring process.
 - (I) A standardized scoring rubric will be used to determine the candidate's qualification for an interview based upon the candidate's submitted application.
 - (II) Qualification for an interview shall be determined by one of the following:
 - (a) An acceptable threshold of points scored on the rubric as set by the voting members of the interview panel.
 - (b) A rank, based on the number of points scored on the rubric, in a certain top percentage of applications, as set by the interviewers.
 - (i) If multiple interviewers score a candidate, the average of the individual aggregate scores will determine the final score for the above purposes.

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- (III) If the interviewers at any point prior to the offering of interviews to a candidate determine that the rubric used in any way is grossly biased in favour of any specific candidates or qualifications, the rubric may be adjusted or the interviewers may cease to employ the use of the rubric and instead offer all applicants an interview for the position.
- (B) All applicants must be contacted by phone or e-mail to be informed of the next step in the hiring process
- (I) The Human Resources Director or President will contact all qualified candidates for Executive Council positions.
 - (II) The Human Resources Director or a member of the Executive Council shall contact all candidates for Service Council positions.
 - (III) The respective service Council member shall contact all qualified candidates for Service Council Committee positions.
- (C) Notwithstanding the use of rubrics, applicants shall be granted interviews only if they have submitted all of the required application materials prior to expiration of the stated deadline.
- (I) Contrary to the above, in such a situation as where extraordinary circumstances limit the ability for an applicant to submit their application prior to the expiration of the stated deadline, an interview may be granted provided the following:
 - (a) Such a submission shall be received no later than twenty-four (24) hours following the stated deadline.
 - (b) Such an interview shall be granted only by the following resolutions:
 - (i) In the case of Executive Council hiring, by two-thirds ($2/3^{\text{rds}}$) supermajority support of the voting membership of the Executive Council Hiring Committee.
 - (ii) In the case of Service Council hiring, by two-thirds ($2/3^{\text{rds}}$) supermajority support of the Executive Council.
 - (iii) In the case of Service Council committee hiring, by the consent of the Executive in whose portfolio the position lies, at the request of the Service Council member in whose committee the position lies.
 - (c) An offering of an interview under such circumstances for an Executive Council or Service Council position may be vetoed by the joint decision of the Human Resources Director and Ombudsperson, who must be informed of such an intended offering.
- (D) The following limits on consideration for multiple positions with regard to submitted applications shall apply:
- (I) No applicant shall be permitted to apply for more than two (2) different Executive Council or Service Council positions at any given time.
 - (II) No applicant shall be permitted to apply for more than three (3) different positions within the same Service Council Committee at any given time.
 - (a) No limit shall be imposed on the total number of positions within different Service Council Committees that an individual may apply for at any given time.
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- (E) All reasonable efforts shall be taken to ensure interviews for the same position are scheduled to be held in similar location with respect to a public or private environment.
 - (F) If an applicant cannot attend any of the interview times initially made available by the interviewers, reasonable effort must be made to accommodate the applicant.
 - (I) The interviewer must attempt to reschedule an interview within forty-eight (48) hours of their last interview with another applicant for the same position.
 - (G) If an applicant's availability is changed to require the rescheduling of the interview without just cause, the interviewers are granted the authority to waive the applicant's right to an interview.
 - (I) Just cause shall include:
 - (a) A personal or family emergency.
 - (b) Formal university examinations of which the applicant was unaware at the time of the initial scheduling of their interview.
 - (c) Other circumstances beyond the applicant's control that would impair the ability of a reasonable person to attend an interview during their initially stated times of availability.
 - (II) If an applicant fails to attend a scheduled interview without just cause, the interviewers shall not be obligated to accommodate an alternative second interview.
 - (H) Applicants who cannot physically attend an in-person interview after exhausting all reasonable means of conducting one shall be granted a phone or online interview.

Section 7.03: Interview Questions

- (A) Interviewers must follow a semi-structured format consisting of common questions asked to all applicants of the same position in the same order in conjunction with several probing questions if deemed necessary by the interviewers.
 - (I) A probing question is any question that is asked by the interviewers asking for clarification or additional details on the previously asked question, or a question that pertains specifically to content contained in the applicant's résumé, cover letter, or other component of the application process.
 - (II) Interviewers are free to probing questions, up to a maximum of seven (7) probing questions per interview.
 - (a) Under no circumstances shall a single interviewer monopolize the use of probing questions in an interview consisting of multiple interviewers.
- (B) All questions, with the exception of probing questions, must be prepared prior to the interview by the interviewer(s).
 - (I) The Ombudsperson and Human Resources Director are granted the right to review any interview questions before or after the interview process.

Section 7.04: General Interview Procedures

- (A) Interview Rules for All Hiring

- (I) The Human Resources Director and Ombudsperson have the right to sit in on any interview, if not otherwise required to do so.
 - (a) Contrary to the above, the Board of Directors Committee Policy shall determine the eligibility of the Human Resources Director to attend interviews for Executive Council positions.
- (II) The Human Resources Director or Ombudsperson can eject any interviewer with the exception of themselves from an interview should they deem the individual to be interfering with the fairness of the process.
- (III) An interviewee can request that the either the Human Resources Director or Ombudsperson sit in on an interview to ensure fairness and equity, regardless of whether either is otherwise not required in policy to attend that interview.
 - (a) Such a request must be accommodated.
- (IV) Under no circumstances shall audio or video recording devices be used at any point during the interview process without written consent from the applicant.
 - (a) An applicant may at any point following the interview request that such records be destroyed.

Section 7.05: Composition of Hiring Committees

- (A) Structure of the Executive Council Hiring Committee
 - (I) All Executive Council hiring is to be conducted by the Executive Hiring Committee, as laid out in the Board of Directors Committee Policy.
 - (II) No other individuals shall be entitled to take part in the interview and selection process for these positions.
- (B) Structure of a Service Council Hiring Panel
 - (I) The Executive Council shall form Service Council Hiring Panels as needed to conduct hiring for all Service Council positions.
 - (II) The following persons must be present for all interviews conducted for a Service Council position:
 - (a) At least one of the: the Human Resources Director or Ombudsperson.
 - (b) The respective Executive Council member in whose portfolio the position the position lies, as outlined in the Service Council Policy.
 - (c) At least two other members of the Executive Council.
 - (III) All members of the Executive Council shall be entitled to take part in the hiring for a Service Council position, provided they consent to attend all interviews for that position.
 - (a) In such a situation as where multiple persons intend to take part in the hiring of a Service Council position, but in which conflicting availability limits the possibility for all such persons to attend the relevant interview(s), the Executive Council shall elect the time at which the interview is to take place and shall thereby select the composition of the Service Council Hiring Panel for that position.

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- (b) Such a time as specified above shall not infringe upon the requirement for the presence for either the Human Resources Director or Ombudsperson as well as the respective Executive to attend.
 - (IV) No other individuals shall be entitled to take part in the interview and selection process for these positions.
 - (a) Contrary to the above, in such situations as where the relevant Executive or Executive Council deem it necessary for the purposes of determining the strategic direction of the Society or due to such significant cross-over in a Service Council member's responsibilities, a relevant member of the Board of Directors or University administration may be included.
 - (C) Structure of a Service Council Committee Hiring Panel
 - (I) The following persons must be present for all interviews conducted for a Service Council Committee position:
 - (a) The respective Service Council member.
 - (i) In such a case as where a Service Council Committee is co-chaired by two Service Council members, both shall be required to attend.
 - (b) At least one of the following:
 - (i) A member of the Executive Council or Board of Directors.
 - (ii) The Ombudsperson.
 - (iii) The Human Resources Director.
 - (iv) A member of a Human Resources Commission or similar entity as appointed by the Human Resources Director.
 - (II) Other individuals, including current members of the Service Council Committee in question, may act as interviewers for positions within that Service Council Committee.
 - (a) Such individuals may, at the discretion of the relevant Service Council member, have their votes in the selection process overruled or decline to allow those persons to vote.
 - (III) The inclusion of other members of the Commerce Undergraduate Society, alumni, or business professionals, as required facilitating effective selection processes, may be permitted to take part in the hiring at the discretion of the Executive Council.

Section 7.06: Use of Group Interviews

- (A) A group interview is defined as an interview with more than one applicant.
- (B) Group interviews may not be used for Executive Council or Service Council hiring.
- (C) Approval for all group interviews must be given by either the Human Resources Director or Executive Council.
- (D) The intended use of a group interview must be disclosed to the applicant in the posting of the job description.

Section 7.07: Selection Procedures

- (A) Applicants must be informed of when they will be contacted regarding interview results no later than at the conclusion of an interview.
- (B) Only interviewers, excluding the Human Resources Director or Ombudsperson, who are present at all interviews for the same position may take part in deliberations or vote in the selection process.
 - (I) The Ombudsperson or Human Resources Director may, if present, raise matters of procedure or policy for informative purposes only.
- (C) A simple majority vote shall be required for all successful appointments.
 - (I) An individual must therefore receive more than fifty percent (50%) of all votes from eligible interviewers to be appointed.
 - (II) An individual who receives the most votes from interviewers but fails to receive a majority of votes may not be appointed.
 - (a) In such a situation, hiring for the position shall be re-opened.
 - (III) Hiring may be re-opened for any position by simple majority vote of interviewers.
- (D) All applicants who qualify for an interview must be considered by the interview panel in deliberations.
- (E) Upon selection of a successful applicant, the interviewers must be able to communicate clear reasons for their selection and commit to meeting with any unsuccessful applicants to provide feedback on the hiring process at their request.

Section 7.08: Disclosure of Applicants' Results in the Hiring Process

- (A) The interviewers shall make all reasonable efforts to ensure applicants are informed of the results of their interview no later than seventy-two (72) hours following completion of the final interview any the relevant position(s).
- (B) Contact with a successful or unsuccessful applicant must be made by phone or in person for Executive Council and Service Council positions, and by phone, in person, or through electronic means for Service Council Committee positions.
- (C) The identity of any successful applicants must be made secretive until all unsuccessful applicants have been informed their status in the process, and all successful applicants shall be informed of this requirement upon confirmation of their hiring.
- (D) Contacting of applicants must begin with the successful applicant.
- (E) Individual Responsible for Contacting Applicants
 - (I) The same person must notify all applicants, successful or unsuccessful, for a position.
 - (II) For Executive Council appointments, any member of the Executive Council Hiring Committee, with the exception of the Ombudsperson and Human Resources Director, may bare responsibility for informing applicants of a specific position of their results.
 - (III) For Service Council appointments, relevant Executive shall bare responsibility for informing applicants of their results.



- (IV) For Service Council Committee appointments, the relevant Service Council must inform all applicants of their results.
- (F) Should the successful applicant not accept the position, the interviewers must either meet to select the next most qualified applicant, or have pre-determine the next most qualified applicant during the deliberation process.

Section 7.09: Co-Applicants

- (A) As required to facilitate its efficient operation, the Society may, from time to time, appoint multiple persons to share a single position within the Society.
- (B) The following limits shall apply regarding the application and appoint of multiple individuals to a single position.
 - (I) Individuals shall not be entitled to apply with others for any Executive Council positions and under no situation shall multiple persons be allowed to share the role of a single Executive Council position.
 - (II) Individuals shall be entitled to apply in no more than pairs for any Service Council positions unless otherwise stated, and individuals may be appointed by interviewers to share a single Service Council position regardless of whether they previously applied jointly.
 - (III) Individuals may be entitled to apply with others for the same Service Council Committee position at the discretion of the respective Service Council member, provided they receive consent from their respective Vice-President.

Section 7.10: Alternative Appointments

- (A) Should an applicant fail to be appointed to a position but be believed by the interviewers to be superior to any applicants for an alternative position for which they are also hiring, that applicant may be considered for that position provided the following conditions be met:
 - (I) The alternative position has no interviewers who are eligible to vote in the corresponding selection process but were not present for the interview of the individual being considered for alternative appointment, or that those individuals unanimously consent to the rejection of all other candidates for the position and yield their authority to otherwise engage in the selection process for that position.
 - (II) The position for which the individual initially applied for and for which they are now being considered are sufficiently comparable in nature that the skills, attributes, experience, and abilities demonstrated in any application or interview indicate, beyond a reasonable doubt, qualification for the alternative position.
 - (a) Should the above requirement in any way not be met with absolute clarity, the individual may, at the unanimous discretion of the interviewers responsible for hiring for both positions, be offered an interview for the alternative position without the submission of an additional application or re-opening of the position.
- (B) For applicants for a Service Council Committee position, an offer may only be made for an alternative position within that Committee.

Section 7.11: Recruitment



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- (A) In the event that a Service Council or Service Council Committee position has been posted three times, in the case of the former, or twice, in the case of the latter, without a successful applicant being appointed, the relevant Executive or Service Council member is authorized to recruit for the vacant position without informing the general membership of the Society, subject to the following provisions:
- (I) There are no grounds on which to believe that substantive violations of policy have occurred with regard to any previous hiring activity related to the position.
 - (II) The Human Resources Director, in the case of Service Council positions, or relevant Executive, in the case of Service Council Committee positions, has been informed of the filling of the position through recruitment.
 - (III) All previous applicants to the position have been given reasonable consideration.
 - (IV) The recruited individual need not be required to submit a written application, but still be required, in the case of Service Council positions, to be interviewed as per standard procedure, or, in the case of Service Council Committee positions, that the relevant Executive consent to such recruitment.
- (B) An extension of at least one week will count as a posting.

Section 7.12: Exceptions to Hiring Policy for Volunteer Assistance

- (A) In such a situation as where the nature of an event or service requires the engagement of a substantial number of volunteers to assist with basic operations, and where such individuals hold no executive authority within the relevant Service Council Committee, the following exceptions shall be made.
- (I) Interviews need not be conducted as a component of the hiring process, and, should the number of applicants exceed the number of positions available, selection shall be made on the basis of submitted applications.

Section 7.13: Overriding of Hiring Procedures

- (A) An Executive may override any hiring decision within their respective portfolio provided the following:
- (I) The decision in question must then be ratified at either an Executive Council or Board of Directors meeting by simple majority vote.
 - (II) Applicants may not be informed of the outcome of the hiring process until after the decision in question has been taken to the Executive Council or Board of Directors for a ratification vote.

Section 7.14: Disclosure of External Information within the Hiring Process

- (A) As the Society is a student run organization where the individuals working within the society interact with one another frequently and if often close capacity for purposes both related to and not related to the Society, interviewers must maintain a relationship-neutral status with all possible candidates during the hiring process.
- (I) A neutral status is defined as a position where no prior relationships, whether personal or professional including those with a third party, has any effect on the thought process, deliberation, or outcome of a hiring process.

- (B) Contrary to the above, if a piece of information is known by an interviewer about a potential candidate where its consideration would drastically effect the outcome of the hiring decision against or in favour of the candidate and the failure to consider this piece of information may cause harm to a member of the Society or the Society as a whole, this information may be considered by the hiring committee.
 - (I) The type of harm caused to a member of the Society or the Society as a whole must be significant in nature and the likelihood of harm must be beyond a reasonable doubt.

Section 7.15: Appeals

- (A) Grounds for the appeal of a hiring result shall include any of the following:
 - (I) A lack of equity in the hiring process responsible for unfairly biasing the results of the hiring process against the appellant.
 - (II) Substantive violations of the Code of Procedure or Constitution.
- (B) Appeal Procedures
 - (I) An appeal shall be filed with the Ombudsperson unless such an appeal concerns the conduct of the Ombudsperson, in which case an appeal may be filed either with the Human Resources Director or President.
 - (II) An appeal may be filed only by an unsuccessful applicant with regard to the position(s) for which they applied.
 - (III) Appeals must be filed within seventy-two (72) hours of the disclosure of the results of the hiring process.
 - (a) Contrary to the above, an appeal may be considered at a later point in time under exceptional circumstances.
 - (i) Such circumstances must be those that would limit the ability of the applicant to be aware of the grounds on which they would otherwise appeal the results of the hiring process.
 - (ii) Such an appeal must be filed within twenty-one (21) days of the disclosure of the results of the hiring process.
- (C) The results of the hiring for an Executive Council position may be overturned by the Board of Directors by two-thirds (2/3^{rds}) supermajority vote.
- (D) The results of the hiring for a Service Council position may be overturned by the Executive Council by (2/3^{rds}) supermajority vote.
 - (I) An applicant may further appeal the results of such hiring to the Board of Directors, which may overturn a decision by (2/3^{rds}) supermajority vote.
- (E) The results of the hiring for a Service Council Committee position may be overturned by the Executive Council by simple majority vote.
 - (I) An applicant may further appeal the results of such hiring to the Board of Directors, which may overturn a decision by (2/3^{rds}) supermajority vote.

Section 7.16: Consequences for Policy Infractions

- (A) If any of the above regulations are found to have been violated, knowingly or unknowingly, by any individual taking part in a hiring process, disciplinary action shall be taken by either the Board of Directors or Executive Council, depending on the level of hiring involved.
 - (I) Where possible, such action shall occur on recommendation of the Human Resources Director or Ombudsperson.
 - (II) Consequences for infractions shall include, but not be limited to, the following:
 - (a) A formal letter of reprimand.
 - (b) Review of action and possible overturning of any affected hiring decisions.
 - (c) Termination of service.
 - (III) In such a situation as where a Board of Directors member of the Executive Hiring Committee bares responsibility for an egregious violation of equity in the hiring procedure, the Chairperson of the Board of Directors shall request that the individual in question resign their position on the Board of Directors and ask, should the individual decline to resign, that the Board of Directors formally condemn their behaviour at its soonest meeting and actively pursue the removal of this member from through all available means.
 - (a) Should such a violation have been on the part of the Chairperson, the President shall undertake the above responsibilities.

Article 8: Branding and Communications Policy

Section 8.01: Scope

- (A) The Branding and Communications Policy shall apply to all services under the jurisdiction of the Society, and any person or organization using branding under the control of the Society.
 - (I) Services under the jurisdiction of the Society include:
 - (a) All services as included in the Student Council Policy.
 - (b) All Commerce Clubs as included in the Clubs Policy.
 - (c) Executive Council.
 - (d) CUS Board of Directors.
 - (II) Branding under the control of the Commerce Undergraduate Society include:
 - (a) The Commerce Undergraduate Society's "Speechbubble Briefcase" logo and any related imagery.
 - (b) All logos or imagery of services directly affiliated with the Commerce Undergraduate Society

Section 8.02: Visual Identity of the Commerce Undergraduate Society