



CODE OF CONDUCT & COMPLAINT POLICY

1. Respect

Cambrian at Hanson, hereinafter called 'Hanson', is committed to building and maintaining a diverse and inclusive community where students, staff, volunteers, and visitors can work and learn in an environment that respects the dignity and worth of all members of the Cambrian-Hanson community.

2. Purpose

The Code of Conduct policy is used to inform and assert individual rights and responsibilities and to outline unacceptable behaviour. The Code also provides a protocol for responding to complaints about conduct that impacts individual members of the Hanson Community. A standardized framework ensures fairness and consistency in all matters relating to conduct, while respecting the law, preserving academic freedom and respecting management, employee, student and human rights.

From the principles expressed within this document, any issues pertaining to workplace equity will be resolved. Hanson will exercise care to protect and respect the rights of both the complainant and the respondent.

3. Guiding Principles

- 2.1. The Cambrian-Hanson community provides opportunity for people of all abilities and backgrounds to discover their potential and to fulfill their aspirations, while being equally responsible for their behaviours. This includes every person who participates in the life of Cambrian at Hanson.
- 2.2. Hanson opposes behaviour that is likely to undermine the dignity, self-esteem or productivity of any of its members and prohibits any form of discrimination or harassment.
- 2.3. All members of the community are responsible for treating others within the community with courtesy and respect. They are responsible for ensuring that their conduct does not jeopardize the good order and proper functioning of the academic and non-academic programs and activities of Hanson, nor endanger the health, safety, rights or property of Hanson or its members or visitors.

4. Scope

This policy applies to all members of the Hanson community, including:

- Students;
- Staff;
- Contractors and their employees;
- Visitors and guests;
- Committee members.



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5. Rights and Responsibilities

- 5.1. This policy also concerns off-campus conduct that affects a member of the Cambrian-Hanson community's learning and working environment, as well as health and safety.
- 5.2. Conduct considered inappropriate that takes place on or off-campus, at school events, at work placements, on sports teams, in student groups, and when acting as a representative of Cambrian-Hanson may result in an imposed sanction.
- 5.3. Members of the Cambrian-Hanson community will receive assistance in resolving an alleged violation of this Code, in an effective and constructive manner. Such assistance is available to individuals who believe they have been subjected to conduct that violates this Code, to individuals against whom a complaint has been filed under this Code, and to those with supervisory authority who are called upon to respond to incidents of such alleged conduct.
- 5.4. This policy is in effect at all times – fifty-two (52) weeks per year, seven (7) days per week, twenty-four (24) hours per day, and is not limited to working days.

6. Related Policies and Procedures

To that end, the Code of Conduct is the overarching document that encourages acceptable behaviour of all individuals who enter Hanson property. This Code has been crafted to reflect the mission statement of Hanson, with particular emphasis on the importance of respect among all individuals associated with Hanson, so that the additional values of trust, excellence and creativity may be realized by all. Furthermore, this document provides the foundation for, and is further supported by the related policies and procedures listed in Appendix A.

7. Policy

Complaints may be made regarding an alleged violation that has taken place on the premises of Hanson, either rented or owned, or on other premises in the course of any Hanson sponsored activity or event, where the complainant is directly affected by the conduct in question.

8. Definitions

Appendix B lists definitions of some of the terms used in or related to this policy. It should be noted that no policy document can give a full description and definition of behaviours that are related to harassment and bullying.

9. Academic Discretion

This Code is not to be applied in such a way to detract from the right of the Hanson Community to engage in the frank discussion of potentially controversial matters, such as race, sex, sexual orientation, politics or religion. Further, the Code should not be interpreted in such a way as to limit the use of legitimate instructional techniques, such as irony, argument, conjecture and refutation, or the assignment of readings which may present a controversial point of view. This Code also recognises the right to teach according to one's best judgement, within the bounds of the course outline and requirements of competency.

10. Distinctions

- 10.1. Issues dealing specifically with student misconduct that may require disciplinary action will be referred to, and addressed through, Hanson process from the Student Misconduct Procedures Guide.
- 10.2. Student issues involving threatening or violent conduct shall immediately be referred to the Academic Associate Director (Toronto Campus), the Academic Associate Director (Brampton Campus), the Academic Director (Vancouver Campus). Staff issues involving threatening or violent conduct shall immediately be referred to the Human Resources Manager (all Hanson Campuses).
- 10.3. See Appendix A for other policies and procedures that may apply, depending on the circumstances.

11. Consultation Process For Complaints

- 11.1. Any staff member, student or visitor who believes that they have experienced or witnessed discrimination, harassment and/or bullying should contact the Academic Associate Director or Academic Director for advice and assistance in resolving the matter in a confidential and respectful manner.
- 11.2. The person contacted will coordinate with the Student Services Office as necessary. See Appendix C for further details.

12. Stages of Complaint

- 12.1. The following process describes three stages: personal resolution, informal resolution and formal resolution.
- 12.2. Action taken by a complainant, or that will be discussed with a complainant, will depend on the circumstances of the case.
- 12.3. In all but the most serious cases, Hanson hopes that the matter could be resolved through personal resolution or informal resolutions stages. . The aim is to arrive at a constructive and mutually acceptable outcome wherever possible.
- 12.4. A complainant has the right to withdraw a complaint at any stage in the process.
- 12.5. A complainant has the right to be provided a copy of the complaint, any submissions filed, and any decisions made in regards to the complaint.

12.6. Personal Resolution Stage

- 12.6.1. Any staff member, student or visitor who believes that they have experienced or witnessed discrimination, harassment and/or bullying should take direct action, if possible, to make it clear to the person causing the offence that such behaviour is inappropriate, unacceptable, unwelcome and should not be repeated.

12.6.2. A prior consultation with the (Associate) Director, Academic or designate can help in preparing that person to address the other party, whether in person or in writing.

12.6.3. Any staff member, student, or visitor who believes that they have experienced or witnessed discrimination, harassment, and/or bullying should keep a personal record or the details of any alleged incidents of discrimination, harassment and/or bullying, including:

- Date and time
- Place
- Name and status of other person(s) involved
- A specific account of what happened -to be as detailed as possible
- The effect of the incident
- Names of any witnesses and their contact information
- Action taken including any person to whom the incident has been reported and
- Any attempts at personal resolution.

12.6.4. It is important that such a record be kept for each incident and that it is made as soon as possible after the event. Where possible, any correspondence relating to the incident should also be kept. Such records should be brought to the Student Services Office (student complaints) or the Human Resource Manager (staff complaints) when seeking advice and assistance in resolving the matter.

12.6.5. Where:

- An attempt at personal resolution does not succeed;
 - The behavior continues;
 - The behavior is more of a serious nature than can be dealt with by personal resolution;
- OR
- Personal resolution is not appropriate to the specific case,

then the staff member or student should make a complaint to the Student Services Office. A complaint will then prompt attempts at informal resolution or formal resolutions procedures, depending on the circumstances of the case and the required outcome(s) of the complainant.

12.6.6. The Student Services Office (students) or Human Resources Manager (staff) will document and retain all contact information as confidential documents.

12.7. Informal Resolution Stage

12.7.1. Informal resolution will attempt to be conciliatory rather than adversarial. It is important for all parties to retain their dignity, and for practical resolutions to be found to enable the parties to continue to work and/or study together.

- 12.7.2.** Where a complaint of discrimination, harassment and/or bullying has been made, the Student Services Office (student) or the Human Resource Manager (staff) will make contact with the respondent to discuss the complaint.
- 12.7.3.** The HR Manager will explore the use of alternate dispute resolution with the parties to resolve the matter.
- 12.7.4.** Where parties agree, the Student Services Office (students) or HR Manager (staff) will work together with the parties to resolve the matter.
- 12.7.5.** Any information obtained during alternate dispute resolution or an attempted settlement arising from the process is without prejudice and will not be introduced as evidence in the Formal Resolution Stage unless both the complainant and respondent consent.
- 12.7.6.** If an informal resolution, acceptable to both parties, is reached, then the Student Services Office (students) or HR Manager (staff) will send written communication to both parties, setting out the understandings, and or agreement.
- 12.7.6.1.** Receipt of this written communication and confirmation in writing regarding the agreement must be acknowledged by both parties.
- 12.7.7.** The Student Services Office (student) or the HR Manager (staff) will then assist, if needed, in bringing about whatever administrative or other action is needed to implement the resolution.
- 12.7.8.** Where a complaint is resolved informally, the HR Manager will retain the complaint as a confidential document and no reference to its existence will be contained in either the complainant's or the respondent's official student or personnel file.
- 12.7.9.** Where:
- Alternative dispute resolution measures do not succeed;
 - Both parties are not willing to attempt informal resolution;
 - The behavior continues;
 - The behavior is of a more serious nature than can be dealt with by informal resolution OR
 - The informal resolution is not appropriate to the specific case then the matter should move to formal resolution procedures.

12.8. Formal Resolution Stage

- 12.8.1.** Failing resolution of the matter through personal or informal resolution, the complainant may submit a formal complaint in writing, requesting formal resolution, to the Student Services Office (student) or the HR manager (staff).
- 12.8.2.** On receiving a formal complaint, the Student Services Office (student) or the HR Manager (staff) will determine if:
- the allegations fall within this policy;
 - there are any safety risks and health concerns that require immediate attention.

- 12.8.3.** The decision on whether or not to proceed with formal resolution shall be made by the Student Services Office (student) or HR Manager (staff) after consultation with the complainant.
- 12.8.4.** If the decision is not to proceed, the complainant shall be notified in writing and provided with information on his/her rights to appeal this decision as outlined in this policy.
- 12.8.5.** If the decision is to proceed, the respondent shall be notified within five (5) working days of receipt of the formal complaint.
 - 12.8.5.1.** The respondent shall be provided with details of the complaint and advised of the procedure to be followed in the resolution of the complaint.
 - 12.8.5.2.** An Investigator will then be appointed by Hanson to investigate the complaint while respecting the principles of natural justice and the procedures of any Hanson policy, or terms and conditions of employment that may apply.
 - 12.8.5.3.** The Investigator shall respect the confidentiality of all parties and shall be impartial in the exercise of his/her functions.

13. Communications of the Decisions Taken

- 13.1.** Within fifteen (15) working days of receiving the Investigator's report, Cambrian at Hanson is to render a decision.
- 13.2.** This decision must be expressed in writing to both the complainant and respondent.
- 13.3.** The fifteen (15) must be expressed in writing to both the complainant and respondent.
- 13.4.** If the decision or action taken by Hanson does not constitute a disciplinary action as defined by relevant Agreements or Hanson Policy, the appropriate supervisor shall monitor compliance by the respondent. Once satisfied that compliance has been effected, the supervisor shall inform the complainant.
- 13.5.** If disciplinary action is taken and subsequently overturned by a higher authority or by grievance and arbitration procedures, the complainant, and the HR Manager shall be notified.

14. Files of Complaints Resolved Formally

- 14.1.** Each Investigator shall maintain his/her own files of formal complaints which shall include a summary of the investigation, the record of resolution, the sanction, if any, and the result of any appeal or grievance.
- 14.2.** A copy of the Investigator's report shall be provided to the Principal and Campus Director (if applicable), the (Associate) Student Services Director, and the Academic (Associate) Director.
- 14.3.** Even if no person has complained about a violation of this policy, senior administration may initiate an investigation where Hanson reasonably believes that discrimination, harassment, and/or bullying may have occurred.
- 14.4.** This code does not interfere with the rights of members to seek legal counsel.

15. Sanctions

- 15.1. Hanson may impose one or more of the following sanctions:
- A written reprimand;
 - Imposed conditions;
 - Payment as compensation for damage or loss of property;
 - Correction of a situation which the individual created or helped to create;
 - Continued suspension or expulsion.
- 15.2. Failure to comply with imposed sanctions may result in further action.

16. Appeals

- 16.1. A student may seek appeal through the process relevant to their situation:
- The Hanson Academic Grievance Procedure
 - Hanson's 'Discipline Appeal' process in Hanson's Student Misconduct Procedures Guide (sections 5.7 and 5.8).
- 16.2. All other members of the Hanson community may seek appeal through the Office of the Principal.

17. Management Rights

Even in the absence of a formal complaint under this Code, nothing in the Code prevents Hanson from investigating, of its own accord, an alleged violation of the Code, where Hanson's senior administration has grounds to believe that such violation has occurred.

18. Complaints Relating to Operations of the Code of Conduct

- 18.1. If a member of the Hanson community considers that the HR Manager has failed to follow the procedures outlined in this Code, with respect to any matter to which the member has been a party, he or she may submit a written complaint to the Principal and/or Campus Director detailing the alleged procedural failure.
- 18.2. The Principal and/or Campus Director shall investigate the complaint and inform the members of the results of the investigation.
- 18.3. If the alleged procedural failure refers to actions of the Principal in Ontario, then the Dean of Business at Cambrian College shall instead investigate and report as indicated in the Cambrian College of Arts and Science Code of Conduct.
- 18.4. If the alleged procedural failure refers to the Campus Director in Vancouver, the Principal shall instead investigate and report.
- 18.5. If the alleged procedural failure refers to the actions of the Principal and originates in British Columbia, then the PTIB will investigate the complaint.



Appendix A

Code of Conduct Related Policies and Procedures that support the Code of Conduct's purpose to respond to complaints about conduct that impacts individual members of Hanson:

1. Students' Rights and Responsibilities document
2. Student Misconduct Procedures Guide
3. Grade Appeal Policy

Appendix B

Code of Conduct GLOSSARY

ADVISOR: The HR Manager acts as the advisor on all equity related inquiries or complaints by offering advice and opportunity to consult on all subjects related to human rights. The advisor will mediate when appropriate.

ALTERNATIVE DISPUTE RESOLUTION: is a process that parties can use to reach their own agreement without going to court or trial or through a collective agreement grievance procedure. This can include mediation, facilitation, and other dispute resolution techniques. The Student Services Office normally conducts Alternative Dispute Resolution of matters under this policy.

BULLYING: is the repeated unfavourable treatment of a person by another or others which may be considered unreasonable and inappropriate on Hanson property. It includes behaviour that could be expected to intimidate, offend, degrade, humiliate, undermine or threaten. It may include physical or psychological behaviour where strength (including strength of personality) and/or a position of power is misused by a person in a position of authority or by a person who perceives that they are in a position of power or authority. Bullying may be overt or covert.

Overt Bullying

Examples of overt bullying may include:

- abusive behaviour towards another person such as threatening gestures or actual violence including, pushing, hitting, finger pointing, or standing close to an individual in an aggressive manner
- aggressive or abusive or offensive language, including yelling, threats, insults and name-calling
- constant unreasonable and unconstructive criticism

Covert Bullying

Examples of covert bullying may include:

- deliberate exclusion, isolation or alienation of the employee from normal work interaction, such as intentionally excluding the employee from meetings
- placing unreasonably high work demands on one employee or student but not on others without good reason
- allocation of demeaning jobs or meaningless tasks only undermining another, including encouraging others to "gang up" on the person
- deliberately withholding information that a person needs to exercise her or his role or entitlements within Hanson
- repeated refusal of requests for help without adequate explanation and suggestion of alternatives
- removing areas of responsibility, without justification, and giving menial or trivial work instead

Bullying does not include legitimate, constructive and fair criticism of a staff member or student's performance/behaviour or the legitimate (i.e. not discriminatory, arbitrary or abusive) exercise of academic freedom, freedom of thought and inquiry, and expression in teaching and research. An assertive management style is acceptable provided that staff and students are treated with respect and dignity.

**See related definitions under "Cyber Bullying".*

PREMISES OF HANSON: means buildings and lands owned, leased, operated, controlled or supervised by Hanson International Education & Employment LTD.

COMPLAINANT: a person who makes a complaint relating to issues dealt with through the Code of Conduct.

COMPLAINT: an oral or written statement of a person's dissatisfaction with a college service, college employee, or a student's teaching and learning experience.

CYBER BULLYING: Cyber bullying occurs when a person is deliberately bullied, harassed, humiliated, threatened, embarrassed, or targeted by another person through the use of the internet, cell phones, pagers, personal digital devices, computers or other digital technology whether or not they are made over Hanson's computer system. Some examples of this are in the form of e-mail, instant messaging (IM), chat rooms or bash boards, pagers, blogs, discussion board postings, vote/polling boards, etc.

Cyber bullying can be:

- Threats sent or published online
- Negative comments via text, email, IM, etc.
- Rumours posted on websites or spread online (whether they are true or not)
- Creating a fake profile of another person
- Private photos spread online that you did not authorize
- Unwanted sexual remarks
- Hate speech



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Examples of Cyber bullying:

- Sending e-mails or instant messages containing insults or threats directly to a person
- Spreading hateful comments about a person through e-mail, instant messaging or postings on Web sites and online diaries
- Stealing passwords and sending out threatening e-mails or instant messages using an assumed identity
- Building whole web sites, often with password protection, to target specific students or teachers
- Posting videos on websites such as YouTube.com

DISCRIMINATION: is one or a series of action(s) or any improper or inappropriate behaviour for which there is no bona fide and reasonable justification; and has the effect or purpose of imposing burdens, obligations or disadvantages on members or groups of members based on the prohibited grounds of the British Columbia Human Rights Code which are: race, ancestry, place of origin, creed, colour, ethnic origin, citizenship, record of offenses, in receipt of public assistance, age, sexual orientation, gender identity, gender expression, marital status, family status or sex/pregnancy.

And/or

that result in the unfavourable, adverse or preferential treatment which negatively affects or could negatively affect the employment status of an employee or the academic status of a student, or the provision of any Hanson service.

Examples of discrimination include but are not restricted to:

- Refusal to provide goods, services or facilities
- Exclusion from employment or employment benefits
- Refusal to work with, study with or teach someone
- Failure to provide physical access

DISRUPTIVE, THREATENING OR VIOLENT CONDUCT: any behaviour that is violent in nature and results in the assault of another member; or the threat of another member or group of members with physical harm; or causing another member or group of members to have reasonable grounds to fear physical harm; or an act which threatens or violates the rights and safety of any member of the Hanson community; or interferes with the learning/working/social environment.

HARASSMENT: any vexatious comment and/or conduct that is known or ought reasonably to be known to be unwelcome, unwanted, offensive, intimidating, hostile or inappropriate. Single acts of sufficient severity may also constitute harassment. Is defined as:

- I. Engaging in annoying and vexatious conduct or comment towards a member or group of members that is known or ought reasonably known to be unwelcome; or
- II. Which may or may not be based upon one of the prohibited grounds specified in the British Columbia Human Rights Code; or



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III. When such conduct has the effect or purpose of unreasonably interfering with a member's work or academic, athletic or artistic performance or of creating an intimidating or hostile environment for work or study.

"Personal Harassment" means one or a series of objectionable and unwelcome comments or conduct directed toward a specific person or group of persons which diminishes the dignity of the recipient(s) and serves no legitimate work or academic related purpose, and/or have the effect of creating an intimidating, humiliating or hostile work or learning environment. Personal harassment can take many forms.

Examples include but are not restricted to:

- Gestures
- Remarks
- Jokes
- Taunting
- Innuendo
- Offensive Graffiti
- Display of offensive materials
- Verbal or physical assault
- Shunning or exclusion related to the prohibited grounds
- Imposition of academic penalties
- Hazing Stalking
- Threats

INTOXICATION: is the state of being affected by one or more legal or illegal substances and/or prescribed medications that may impair judgment.

MEMBER: includes students, staff, contractors, visitors, guests and committee members present on any Cambrian College or Canada Hanson premises.

MOBBING: a form of harassment and is more often covert, using rumour, innuendo, making inappropriate jokes, and public slander. It can be the repeated, malicious mistreatment of a person by one or more people.

NATURAL JUSTICE: Through the principles of natural justice, adequate notice will be given to a person about allegations put forth against them so that they have a reasonable opportunity for preparing and presenting their case. Natural justice also means that the person(s) making the decision will listen fairly to both sides and reach an unbiased decision.

PERSONAL HARASSMENT, PSYCHOLOGICAL HARASSMENT: is deemed to include, but is not restricted to:

"Personal Harassment":

- Repeated, continuous, or unwarranted threats to terminate employment or contracts for reasons unrelated to performance
- Repeated, continuous, or unwarranted threats to withdraw funding, scholarships or advancement opportunities for reasons unrelated to performance
- Pressure to become involved in anti-social or criminal behavior
- Repeated or continuous incidents of yelling, screaming or name-calling

"Psychological Harassment":



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- Unreasonably questioning someone's abilities and skills, when not related to appropriate evaluation of performance
- Insulting a person by use of degrading comments or obscenities
- Unreasonably casting doubt on a person's decision making, when not related to appropriate evaluation of performance
- Making a person perform useless, humiliating or demeaning tasks that are not reasonably expected to be part of that person's employment
- Excluding or isolating a person by making others avoid her/him
- Ignoring a person in the workplace or classroom
- Excessive criticism of a person's work or private life, when not related to appropriate evaluation of performance
- Preventing a person from expressing herself/himself

POISONED ENVIRONMENT: is a form of discrimination. It may be created by comments or actions of any persons regardless of her/his position or status. These offensive comments or actions spoil the work, study, housing or other environment. The poisoned environment forms an unequal term or condition of employment, study and/or accommodation, based on a prohibited ground, and is therefore a violation of the right to be free from discrimination. The comment or conduct must be of a significant nature or degree and have the effect of 'poisoning' the work or study environment. A complainant does not have to be a direct target to be adversely affected by a negative environment. It includes any conduct or comment that creates and maintains an offensive, hostile, or intimidating climate for study or work. This may include, but is not limited to: exposure to graffiti, signs, cartoons, remarks, exclusion, or adverse treatment.

REPRISAL: every individual who files a complaint of discrimination or harassment, participates or co-operates in an investigation, provides information relevant to a complaint, or acts in any role under the policy and/or these procedures has a right to do so without reprisal or threat of reprisal. This may include, but is not limited to: adverse actions by a person, who has the authority to confer, grant or deny a benefit or advancement to the person filing a complaint.

RESPONDENT: The party against whom an equity complaint is brought through the Code of Conduct.

SANCTION: a penalty that acts to ensure compliance to recommendations and/or findings from a formal complaint investigation based on the Code of Conduct.

SEXUAL HARASSMENT: means conduct of a gender-related or sexual nature such as, but not limited to, sexual assault, verbal abuse or threats of a sexual nature, unwelcome sexual invitations, requests, or demands for sexual favours or unwelcome and repeated innuendos or taunting about a member's body or appearance when:

- I. Submission to such conduct is made, whether explicitly or implicitly, a term or condition of a member's employment or educational progress; or



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II. Submission or rejection of such conduct is used as the basis for an employment or academic decision affecting that member; or

III. Such conduct has the effect or purpose of reasonably interfering with a member's work or academic, athletic or artistic performance or of creating an intimidating or hostile environment for work or study. Depending on its severity, one action may constitute sexual harassment. Examples include but are not restricted to: demeaning gestures, remarks and jokes; slurs, taunting, innuendo based on gender or sexual orientation, gender identity or gender expression; unwanted physical contact; leering; inappropriate comments about clothing, physical characteristics or activities; unwanted questions or comments about one's private life, sexual orientation gender identity, gender expression, marital or family status; the display of sexually offensive material; solicitation; unwanted attention; implied or expressed promise of reward or benefit in return for sexual favours; implied or expressed threat or act of reprisal if sexual favours are not given; or sexual assault (Criminal Code offense).

STAFF: means any person employed by Hanson International Education & Employment LTD. , whether full time or part time. Students may also be employed as staff of Hanson and shall be treated as "staff" under this policy where an incident occurs within the scope of their employment.

STUDENT: means a person who is registered in a course of study through Hanson and engaged in any academic work which may lead to the recording and/or issue of a mark or grade. Staff of Hanson may also be students in the college programs.

SWARMING: is the act of two or more people using harassing behaviours or language to put someone under pressure or stress by physically surrounding, crowding or engulfing them. This is also referred to as mobbing.

USE OR DISPLAY OF WEAPONS: use or display of a weapon or any instrument of attack is strictly prohibited, specifically when used to harm or to gain control over another person. E.g. gun, sword, any tool used to injure, incapacitate, capture, or kill someone.

VEXATIOUS: means lacking a sufficient ground and only serving to annoy and distress.

VISITOR: means a person who is attending Hanson for educational, employment, recreational or other purposes but is not a student, course participant, staff or other member of the Hanson community, as defined by this policy. This would include:

- Members of the local community attending events held on campus or making use of recreational facilities on campus
- Guests of students and staff
- Conference participants staying in residence accommodations
- Contractors or other persons working on Hanson premises but not employed by Hanson.

Appendix C

Code of Conduct Outline of what the Student Services Office can do for students and the HR Manager can do for staff who feel they have been harassed or discriminated against:

Does

- Provide a neutral, safe and confidential environment to talk
- Listen to concerns and complaints and discusses appropriate options
- Help to evaluate those options
- Assist students and staff in resolving problems
- Mediate conflicts, convenes meetings, engages in "shuttle diplomacy"
- Refer clients to appropriate campus resources
- Provide information about resources

Does Not

- Adjudicate or participate in formal grievance processes
- Determine guilt of any party in a dispute
- Provide legal advice
- Assign sanctions to individuals
- Replace any official office, department or process
- Keep extensive records of clients and/or conversations

Examples of Services Provided by the HR Manager

- Helps resolve or mediate a dispute with an individual or group.
- Helps decide how to approach a person who you think is causing a problem.
- Discusses how to approach someone who has made an offensive or insensitive comment.
- Assists when you are uncertain what Hanson policies or procedures apply to your situation.
- Assists when you don't know what individual or department is appropriate to go to for an answer to a specific question or to obtain a particular service.
- Helps when you feel as if you have been unfairly treated by anyone on campus.
- Helps you evaluate and select among a variety of options to address a concern with a fellow student, staff or department.
- Helps resolve or mediate a non-grade or non-evaluation related dispute with a faculty member.