



Students' Society of McGill University  
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3600 McTavish St., Suite 1200, Montréal, QC, H3A 0G3  
Located on Haudenosaunee and Anishinaabe, traditional territories

# BOARD OF DIRECTORS

**August 22, 2018**

*Held in Suite 1200 of the University Center at 3600 McTavish Street in Montreal, Quebec, H3A 0G3*

**In attendance:** Tre Mansdoerfer (President, non-voting), Noah Lew (Member at Large -- via electronic means), Madeleine Kausel (Member at Large -- via electronic means), Kevin Zhou (Council Representative -- via electronic means), Matthew McLaughlin (Vice-President Internal -- via electronic means), Marina Cupido (Vice-President External), Viv Campbell (Council Representative), Jun Wang (VP Finance)

**Regrets:** Ryan Hughes (General Manager, non-voting), Jessica Rau (Member at Large--via electronic means), Mana Moshkforoush (Council Representative), Alexander Scheffel (Member at Large)

## AGENDA

1. Call to Order: **19:17;**
2. Adoption of the Agenda - **ADOPTED;**
3. **Public Session;**
  - a. Motion to approve Board of Director Minutes from 06/17 and 06/26 - **APPROVED (unanimously);**

Director Campbell asks for their first name to be recorded as "Viv" from now on. The President noted this and changed this in the minutes for 06/17 and 06/26 to reflect this request.

- b. Motion to approve the Selection of Candidate B as Board of Directors Member at Large - **APPROVED 5-1-1**

Director Zhou gave a run down of the process taken by the Nominating Committee to select Candidates for the Board of Directors' Member at Large position. After the interview process,



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during which the committee reviewed and scored all applications, they decided that Candidate B was the candidate they would be nominating. The interview recording, scoring Grid and the candidate's application are available in the Confidential drive for Directors to review. Director Zhou asks that any questions or concerns Directors have be brought up now. There were one or two candidates the Committee felt would be qualified for the position, but they felt that Candidate B's experience was the most relevant and applicable to the position. His background as CSUS (the Computer Science Undergraduate Society) President was also seen to be more useful for the matters addressed by the Board of Directors.

Director Campbell asks if the four candidates whose applications are in the drive were the only ones who were interviewed. The President replies that a fifth candidate was also interviewed but that to his understanding the four candidates whose files are in the drive represent those whose interview scores were the highest.

VP Wang asks why Candidate B scored so highly on the behavioural based portion of the assessment. The President responds that the interview was recorded and the Candidate's answers transcribed so Directors and Executives may review these for any questions they have with regards to the scores for each candidate.

Director Zhou notes that if members listen to the recordings, they had two very high scoring candidates whose answers were relatively similar and well put together, the applicable experience of the candidates was the deciding factor. The committee took into consideration that the new member would have a reduced term as they would only remain until November and therefore went with the candidate they believed would be able to best hit the ground running given their experience. The Director notes that it was a very close decision.

Director Campbell is confused as to how Candidate B's experience was termed more applicable. The President emphasizes that regardless of the experience factor, the scoring guide shows a significant difference between Candidate B and the next candidate. Director Kausel re-emphasizes the difficulty of the decision, but also reminds the Board that the scoring chart used was designed to be objective and that given the large scoring gaps between Candidate B and the next candidate, it would be difficult to justify not selecting them. The Director clarifies that Candidate B's experience, answers to the situational questions as well as their knowledge and interest in the position were well received by the nominating committee.



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VP Wang is skeptical of using a scoring system for hiring as the numbers can be very arbitrary and don't really mean anything. That being said, he trusts the decision of the Nominating Committee and will back their nomination of Candidate B.

Director Lew agrees there is a degree of subjectivity in scoring but believes that this is the most objective measure they can use. The Director acknowledges the scores were close but Candidate B's were the best. The Nominating Committee also agreed subjectively that Candidate B was the best candidate.

Director Campbell has been reading through some of the scores and is confused as to why the other candidates have scored so much lower than Candidate B. The Director believes the other candidates' answers are very solid and protests that the numbering seems to be very subjective. Director Lew asks if this is Confidential Session. The President replies that this is still in Public Session.

Director Lew feels that this is a Human Resources question more than anything and feels uncomfortable to be using candidate's names in a Public Session. Director Campbell disputes that normally these candidates would have been elected or nominated publicly at the GA. VP Cupido confirms they are supposed to be nominated through the GA and that therefore in theory there should be room for a public discussion on them. Director Lew counters that when a candidate is rejected from a position, the reason for the rejection is not normally publicized. Director Zhou reminds the Board they are not allowed to name applicants that are no longer involved in the nomination. The President confirms that this is his understanding of the matter as well.

Director Campbell asks that in the minutes, the candidate's names be replaced with "Candidate A", B, C, etc so that this can still be kept as a public session record. This is approved by the President. VP Cupido expresses similar concerns to Director Campbell. The VP discloses that they know Candidate A personally and does not want to discount the process or veto Candidate B, but would like more of a clarification about the process. Specifically with regards to past experiences relevant to the board, Candidate A was given 3 out of 5, which the VP finds confusing given Candidate A's heavy involvement in Student Services and various SSMU committees. The VP is curious as to what the criteria for this score was if Candidate A's level of involvement only merits 3 out of 5. The President clarifies that the 3 out of 5 was for Candidate A's interest, the candidate was score 4.5 out of 5 for relevant experience. Director Campbell continues to ask why



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Candidate A's interest was then only given 3 out of 5, when the Director feels that their answers are both relevant and show engagement in SSMU.

Director Zhou clarifies that the interview minutes contain the most important parts of the candidates' responses, but that the responses Candidate A put forward in their interview the committee felt were not as well put together as Candidate B's. VP Cupido asks if the recording for Candidate A is in the drive as they cannot find it. Director Campbell replies that there is only a recording for Candidate B. The President confirms he cannot see any recording for Candidate A either, and asks that the nominating committee add that if there is one.

Director Lew is trying to pull up the scoring for Candidate A, but they believe that one of the issues noted with the candidate's response for the interest question is that it was very centered on the candidate's own benefit and not as much about the benefit of the organization itself. VP Cupido is confused as to how someone who has done so much voluntarily in many aspects of the SSMU would get such a low score and finds Director Lew's objection difficult to understand in that context. The President points out that it was not only one question that made the difference between the two. Across the board, Candidate B scored higher or tied Candidate A on every question but one. Director Campbell argues that reading through the notes, they would have scored Candidate A higher than Candidate B on every question. VP Cupido continues to say that they have concerns about this process and that some of the answers regarding impartiality are graded highly which the VP says may not be what the Board as a whole wants or values.

Director Lew responds to VP Cupido's concern about the interest question asked to Candidate A and says that the committee scored this question based on the candidate's response and not pre-existing knowledge of the candidate's work, which the Director feels is the least biased and most objective way to score interview questions. Director Kausel responds to VP Cupido's concern about the impartiality value, the Director believes that for the Board of Director and the Judicial Board that this is a quality that is very important for members to have to be able to act in the best interests of SSMU in the long term. The Director believes that if there is to be a discussion on what values the nominating committee should or should not take into consideration when interviewing candidates then it should be held at a later date when the stipulations for the committee may be revised.

VP Wang believes the Board is getting bogged down with scores that ultimately do not mean much. The VP mentions that the hiring process for companies such as Unilever is less about what



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words the interviewee says and more about their reaction time, behaviour and communication process while answering. 70% of communication is non verbal and appropriate evaluation of this characteristic often leads to better hires. VP Wang encourages members not to take the scores too much to heart but rather to trust the opinion of the members of the nominating committee as they were in the room to see the communication process of the two candidates and are therefore best placed to decide the best hire.

VP Cupido re-discloses their casual friendship with Candidate A and asks if anyone on the nominating committee has a similar relationship with Candidate B. The members of the nominating committee reply that they do not.

The President notes that a lot of the conversation is criticism about the process of nomination itself which is very fair. Going forward, the President would like the Board to review the rubric for evaluation of new members and agree on values they would like to see from candidates in the future. The current grid dates from a few years ago and there is definitely room for it to be improved.

Director Campbell notes that for scoring, it would be helpful to have a reason for the numerical score in order to better understand the nominating committee's score. The President will take suggestions for future improvements, so that there may be a conversation with Human Resources about changes to the process. VP Cupido states that this will be a hard thing for Board members to agree on and does not think the current Board will be able to agree on this. The VP also does not believe it should be the board deciding, rather that the student body at large should decide on what values to look for.

The President informs the board that the sort of rubrics are comparable to a lot of those used by the SSMU for Internal hiring and notes that this could result in either a general hiring change or one simply for the board. VP Cupido notes that the board is a very specific case, and therefore may require a more specific hiring rubric. The VP re-emphasizes that this is a necessary conversation but that it should be happening at the student body level as part of a wider Governance Reform. VP Cupido asks if the recordings from these interview were sent to the person in charge of Hiring Equity. The President does not know if they were but does not think the nominating committee would have done this without being prompted to. Those which the President has conducted themselves have been sent to them but he is open to sending all the recordings to them.



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Director Campbell says it would seem that the candidate with the most experience in the SSMU would be best able to pick up the position quickest. Previously this was stated as one of the key factors in the decision taken but the nominating committee and Director Campbell would think it would be more relevant for a candidate to have experience with the SSMU itself than just experience in general. Especially with committees directly related to the Board and SSMU's Services. The President would like to have Director Kausel speak and then have the board see if they can agree on a way to vote on both Candidate B and Candidate A.

Director Kausel wants to note that Candidate A's experience in SSMU is undeniably great, but that many members of the present board did not have experience with the SSMU but are still great members. The Nominating Committee wanted to make sure that the board was filled by a diverse group of people who have different perspectives on where SSMU should go in the long term. Director Kausel continues to say that this will not be achieved by hiring people that members know or like from within the SSMU.

Director Lew adds that the discussion on methods of hiring is a healthy one to have especially with regard to the process itself of hiring, as this is something the Board should be critical of and deserves a second look. The Director warns that is inappropriate for members to suggest hiring a candidate other than the one put forward by the nominating committee purely out of a personal opinion rather than experience. This is the reason the nominating committee exists, so that hiring is done through objective methods and that it is ultimately more equitable.

The President calls for the board to structure a vote to reflect the conversation that has been had. The President asks the board if they would prefer to vote on which candidate they prefer first and then vote for that candidate's approval or if they would rather just vote directly on the candidate put forward by the nominating committee. Director Kausel reminds the Board that the nominating committee must nominate a candidate before the board is able to vote on them and therefore the only candidate they can structure a vote on is the one the Nominating Committee put forward. If the vote fails, then the nominating committee can revisit it but until such time the board can only vote on the nominated candidate.

The President lists the suggestions from the board for the public agenda. The President then calls for a vote. Director Campbell votes against, VP Cupido abstains, all others approve,



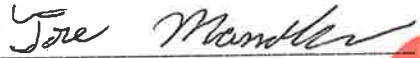
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therefore the candidate is **approved** as a member of the Board of Directors **(5-1-1) VP Cupido Abstains, Director Campbell votes No.**

4. Confidential Session

- a. Motion to approve Candidate B for confidential session - **Approved;**
- b. Motion to approve Confidential Minutes from Board of Directors meetings on 06/17, 06/26 - **Approved;**
- c. Motion to mandate for GM to renew lease for 2075 Robert Bourassa - **Approved;**
- d. Motion to mandate SSMU President to talk to legal counsel about remuneration - **Approved.**

5. Adjournment: **20:38.**



Tre Mansdoerfer, President

**APPROVED**

