



ACCOUNTABILITY GUIDING PRINCIPLES

OBJECTIVE

The intent of this Guiding Principle is to ensure that all Members are held accountable to their respective Agreements as well as to the behaviours and performance standards that are upheld as Members of the TEEMA Community. The goal of this document is to provide a definitive and transparent framework of accountability applicable to all teams, markets and disciplines.

When there are breaches to; Agreements, Workflows, ATS utilization or Guiding Principles the following applies.

TEEMA Standards that all Members are held Accountable to:

- 1. Follow the terms of your Master Vendor Agreement.**
- 2. Adherence to Professional Conduct & Embodiment of TEEMA Core Values.**
- 3. Respect for all existing Client Relationships and TEEMA placed candidates.**

TEEMA has a zero tolerance approach to **poaching**. Soliciting candidates (**poaching**) (placed or not) with an Active Client (signed agreement on file) is unacceptable. Members must check the ATS before calling candidates to make sure they have not been placed by TEEMA and/or work for a current TEEMA Client. Some Client agreements include a financial penalty for TEEMA for contacting their employees. *Any penalties will be assessed to the member breaching this rule.*

If a candidate from an Active Client reaches out to a Member, that member **must** contact the CM on the account before making contact with the candidate.

- 4. Open and Transparent Recruitment Efforts.**

TEEMA has zero tolerance for **ghost requisitions**. A **Ghost Req** is defined as a Job Order that received recruitment efforts *before* the job order was created within the ATS.

Members must open all jobs within the ATS before any recruitment efforts can be made.

*Further, no **Scoop** can occur until the job has been entered into the ATS.*

- a. This does not include business development activities such as pro-marketing your candidate to a prospect client. If an interview is requested and/or the client

is open to seeing additional candidates, a Job Order must be entered into the ATS.

- b. If the pro-marketed candidate is represented by another Member, and that candidate is hired by that specific Client, then the representing Member will receive full the TM commission. This would NOT be considered a **Scoop** because the Job was not created in the TEEMA ATS or broadcasted to other members to offer them the opportunity to earn.

5. Adhere to TEEMA ATS Rules.

- a. Members must check the ATS before contacting any candidate or Client contact to ensure most recent activity is respected.
- b. Any information that is not in the ATS when a Member checks, does not exist towards; **Scoop**, **Candidate Representation** or **Client Representation**.
- c. Any activity must be logged in the ATS in real time to avoid conflicts and ensure efficiency. Detailed notes must be logged to validate activity.
- d. Additional information such as a fully completed Candidate Interview, uploading an updated resume, verified phone number etc., can be added within 24 hours following the activity to validate the activity.
- e. All **Job Orders** must include detailed Intake notes, a job description, contract duration, contract start & end dates, contract pay & bill rates, salary information, job location.



6. Communicate (Rule 48)

- a. Members acknowledge their colleague's communication immediately (phone, text, email, handoff, submits, etc.)
- b. A response is expected within 24 hours for your colleagues when it comes to operational workflows (handoff, submission, interviews, interview prep, debrief, etc.)
- c. Communication with clients and candidates should go no longer than 48 hours without an update.

7. Know & Follow *all* TEEMA Guiding Principles.

- a. Accountability.
- b. Client Representation.
- c. Candidate Representation.
- d. Enterprise Accounts.

8. Know & Follow all Workflows.

Members are expected to know and follow all operational workflow found in [TEEMACONNECT](#).

Degrees of Violations

First Degree violations that would lead to Membership Termination if determined by the GP Review Panel

- Performing recruitment services outside of TEEMA.
- Attempting to represent a Placed Candidate without the written consent from the CM of the specific client in question.
- Disclosing the Client of a Confidential Search (see Confidential Search workflow in [TEEMACONNECT](#)).
- Falsifying and/or deleting information within the ATS.
- Dishonest or misleading behavior not in line with [TEEMA Core Values](#).

Second Degree violations that would lead to a documented warning or strike if determined by the GP Review Panel

- Disregard for TEEMA GPs and Workflows.
- Spamming candidates or clients, mass emailing candidates or Clients that are outside your known network.
- Un-synchronized TEEMA email with ATS.
- Absence from Monthly TEEMA Community Meeting or other mandatory meetings (one Scrum a week, Partner/Associate Meetings, Professional Development Meetings etc.) without notice provided to Partner.
- Lack of Business Engagement.

Process to Address a Potential 1st Degree Violation:

If the potential 1st Degree violation is an Associate or Senior Associate.

1. Member to provide detailed information to their Partner regarding the potential 1st degree violation.
2. Partner will complete and submit the [Issue Resolution Form - for Guiding Principle Review Panel](#). This will ensure the situation has been documented and the GP Review Panel Members are engaged.
3. GP Review Panel will then review the submitted form and will be required to include the appropriate Partners. The collective group will determine the appropriate discipline which may include termination of Membership.
4. If required, the GP Review Panel may escalate the discussion to members of TEEMA's Executive team.
5. All decisions and outcomes will be documented within TEEMA's HR system.

If the potential 1st Degree violation is a Partner or Senior Partner.

1. Member or Partner will complete and submit the [Issue Resolution Form - for Guiding Principle Review Panel](#). This will ensure the situation has been documented and the GP Review Panel Members are engaged.
2. GP Review Panel reviews the submitted form and will be required to include the appropriate Senior Partner(s). The collective group will determine the appropriate discipline which may include the removal from the Partner program and/or termination of Membership.
3. If required, the GP Review Panel may escalate the discussion to members of TEEMA's Executive team.
4. All decisions and outcomes will be documented by TEEMA HQ.

Process to address a potential 2nd Degree Violation:

If the potential 2nd Degree violation is an Associate or Senior Associate.

1. Member will complete and submit the [Issue Resolution Form - for Guiding Principle Review Panel](#). This will ensure the situation has been documented and the appropriate GP Review Panel Members are engaged.
2. Members to discuss potential breach directly with the other Member in a professional manner.
3. If a Member is not comfortable discussing a potential breach with another Member, or the issue was not resolved at the Member level, the Member is advised to go directly to their Partner.
4. The Member's Partner will need to resubmit/ update the [Issue Resolution Form - for Guiding Principle Review Panel](#) with the most recent relevant information.
5. GP Review Panel reviews the submitted forms and will be required to include the appropriate Partners. The collective group will determine the appropriate discipline which may lead to a **Strike** against the Member.
6. All decisions and outcomes will be documented with TEEMA's HQ.

If the potential 2nd Degree violation is a Partner or Senior Partner.

1. Members to discuss potential breach directly with the Partner in a professional manner.
2. If a Member is not comfortable discussing a potential breach directly with the Partner, or the issue was not resolved, Member to complete and submit the [Issue Resolution Form - for Guiding Principle Review Panel](#). This will ensure the situation has been documented and the appropriate GP Review Panel Members are engaged.
3. The GP Review Panel then reviews the submitted forms and will be required to include the appropriate Partners. The collective group will determine the appropriate discipline which may lead to a **Strike** against the Partner.
4. If required, the GP Review Panel may escalate the discussion to members of TEEMA's Executive team.
5. All decisions and outcomes will be documented with TEEMA's HQ.

If a violation is confirmed, the GP Review Panel will determine appropriate discipline which could include immediate Termination, Warning or Strike.

Escalation of Discipline:

- Warning.
- 1st Strike = 90 day probation period.
- 2nd Strike = Permanent Probation, further, if a 2nd Strike occurs within probationary period increased risk for Membership Termination.
- 3rd Strike = immediate Membership Termination.



Discipline legend:

- A **Strike** is a Strike - no matter how it occurs and regardless of what TEEMA standard has been violated.
- If a **strike** occurs while on **probation**, Membership may be terminated. The GP Review Panel will immediately review, proceed to step 4 or 5 of the Processes above, and determine discipline.
- Strikes stay with a Member's record for their tenure at TEEMA.
- **Probation** is a period during which another strike can result in termination.

Note: Discipline applied prior to this GP revision date remains with the Member's record.

The Guiding Principles Review Panel

The Guiding Principles Review Panel will consist of Five (5) ideally composed of; 1 Senior Partner, 2 Partners and/or Principle Associates and the Executive Director Customer Experience.

- The Executive Director Customer Experience will manage inbound communication via [Issue Resolution Form - for Guiding Principle](#) and direct issues to the respective Partners involved in the issue and/or the GP Review Panel as required.
- The GP Panel will meet on an as needed basis in response to incoming Resolution requests.
- If there is an issue with a Member reporting to a Partner on the Panel, that Partner needs to recuse themselves from the discussion of that issue.
 - When recusing is required, a neutral back-up GP panelist or Executive Member will fill-in to bring the Panel to five (5) members (outside of the Partners representing their Members).

