



CONSTITUTION OF THE LUMS CONSULTANCY GROUP

Table of Contents

Preamble	3
Section 1: Preliminary	4
Section 2: People	5
Chapter 1: Society Structure	5
Chapter 2: Role of the Executive Council	6
Chapter 3: Departments & Directorate.....	10
Chapter 4: Engagement Teams	14
Chapter 5: Event Heads/Teams and Project Positions.....	16
Chapter 6: Society Culture.....	16
Chapter 7: Role of Society Patron	17
Chapter 8: Role of LCG Alumni Network	18
Section 3: Processes	18
Chapter 1: Recruitment into and Membership of the Society.....	18
Chapter 2: Resignation from the society.....	19
Chapter 2: Feedback and Evaluation Mechanism.....	20
Chapter 3: Promotion to Directorate	21
Chapter 4: Promotion to Executive Council	21
Chapter 5: Societal Meetings	22
Chapter 6: Making Amendments to the Constitution.....	22
Chapter 7: Deciding Teams for External Competitions	23
Section 4: Conflict Resolution	24
Section 5: Code of Conduct	25
Schedule 1: Draft History	31

Preamble

We, the undergraduate students of the Lahore University of Management Sciences (hereby referred to as LUMS) understand the prominence of consulting as a career and the importance of inculcating a sense of professionalism and offering career counselling & skills development opportunities to students. We believe in empowering students and giving them opportunities to experience the job of a consultant and gain exposure to various professional interactions and opportunities for personal development.

To this end we hereby effect the creation of a student society, under the rules and regulations prescribed by the Office of Student Affairs, LUMS with the aim of fostering the spirit of consulting as a career and providing students with opportunities to not only experience the consulting profession but also get access to related professional and personal development opportunities.

Section 1: Preliminary

1. The society may be referred to as the “LUMS Consultancy Group”, “LCG” or the “The Consulting Society/Group”.
2. The LUMS Consultancy Group (hereby referred to as LCG) aims to serve as the sole student run society at LUMS that offers consulting offers to entities inside and outside of LUMS.
3. LCG shall operate under the Co-curricular Activities Office (CCA), the Office of Student Affairs (OSA) and any other concerned administrative division of LUMS.
4. The LUMS Student Handbook shall guide all affairs of LCG, in a manner that is always respectful to all LUMS’ traditions. LCG shall not discriminate on the basis of caste, sex, race, gender, sect, class, nationality, ethnicity or political affiliations.
5. Whereas, LCG will be led by a patron, who should ideally be a person with strong affiliations to the consulting/business world.
6. Whereas, this constitution was drafted in the year 2020 by the Executive Council.
7. We the members of LCG hereby establish that we will do our utmost best to advance the field of consulting within LUMS, Pakistan and Internationally by engaging in the following activities:
 - a. Engaging with organizations both inside and outside LUMS and providing them consulting services
 - b. Offering routine workshops on the management consulting toolkit to train members to become better consultants
 - c. Seeking inspiration from consulting firms in designing societal procedures to better inculcate the consulting environment in the society
 - d. Providing other personal and professional development opportunities through various workshops, online repositories and speaker sessions
 - e. Maintaining a resource bank of consulting preparation sources and ensuring that LCG plays an active part in helping aspiring consultants across LUMS by uniting them in a forum and providing them access to said resources
 - f. Acting as a bridge between consulting firms and the LUMS administration/student body and playing an active role in convincing more firms to recruit from LUMS
 - g. Conducting research on various economic issues across Pakistan and publishing pieces on this
 - h. Conducting data driven research on various organizational/process issues within LUMS and offering insights and opinions into how these can be fixed
 - i. Promoting the field of consulting in LUMS and providing opportunities to connect with professionals in the field and to better understand what the profession entails

8. All changes to this constitution must be done through the LCG Constitution Review Committee and should be approved by Office of Student Affairs, hereafter referred to as by its acronym, 'OSA'.
9. The society activities should be directed towards helping it achieve its vision and mission as follows:
 - a. Vision: "Be the most rewarding and transformative student-run society in Pakistan".
 - b. Mission: "Maintain leadership in promoting the field of consulting within Pakistan by; forming strategic partnerships, engaging with organizations and helping them improve, and enhancing the skillset of our members."

Section 2: People

This section highlights the main bodies that will formulate the society. It begins with distilling the societal structure and highlights the duties and domains pertinent to each of the bodies involved.

Chapter 1: Society Structure

1. LCG shall adhere to the following societal structure that reflects the division of work streams and authority:

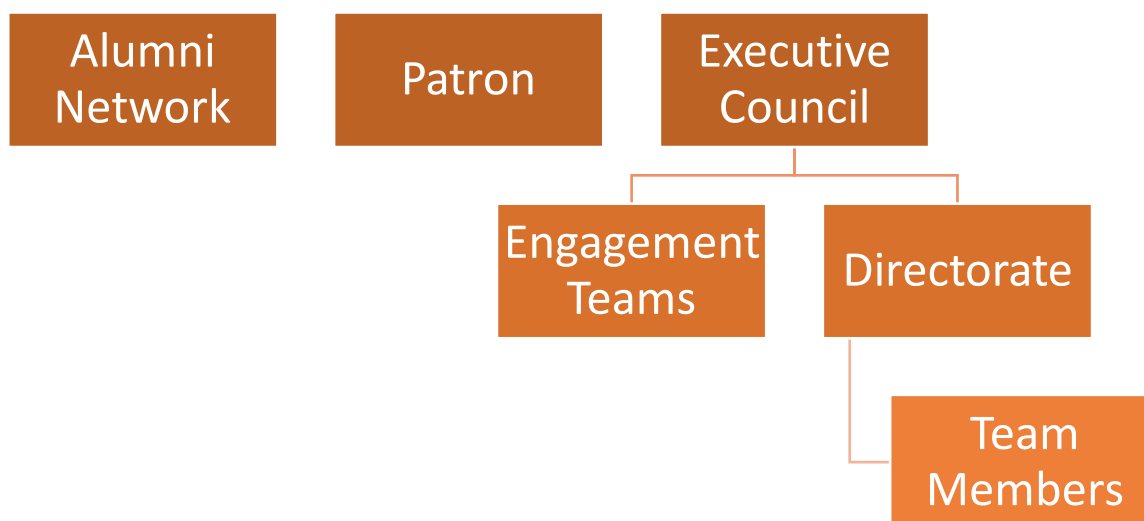


Exhibit 1: Society Structure

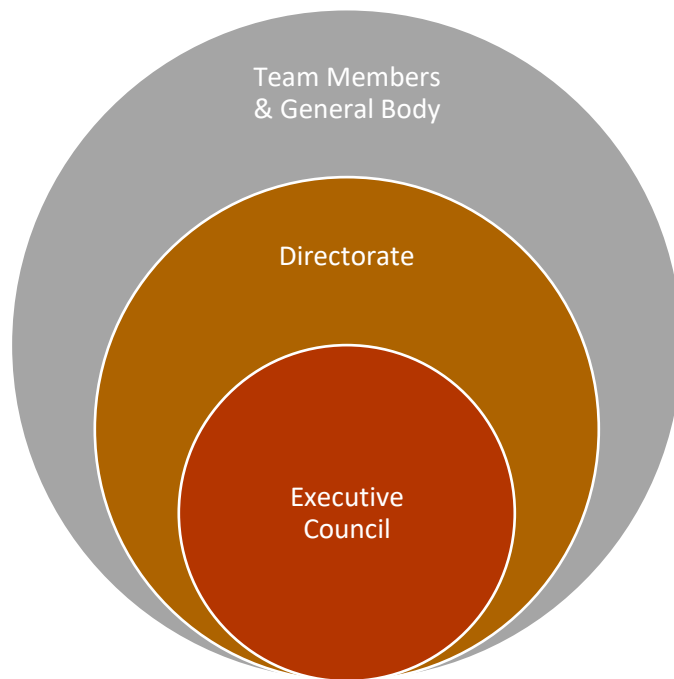


Exhibit 2: Composition of Society Bodies and Authority Structure

2. Executive Council is the leadership committee that shall overlook strategic issues, planning and day to day societal activities.
3. The executive council will be answerable to a Patron.
4. The executive council will also have access to an alumni network of all previous executive council members since LCG's inception in 2015. The existing executive council may consult these people for support.
5. The executive council will oversee the following two bodies directly:
 - 5.1. Engagement teams led by engagement managers and comprise of general body members that work on the projects.
 - 5.2. Directorate members who are elected from within the general body to lead departments in the capacity of directors and assistant directors.
 - 5.2.1. Note that the general body members working in respective departments shall be referred to as team members for that particular department.

Chapter 2: Role of the Executive Council

This chapter describes the composition of the executive council and the duties entrusted to it.

1. There shall be an executive council which shall consist of four (4) members, namely:
 - 1.1. President
 - 1.2. Vice President – Consulting & Talent Management

1.3. Vice President – Knowledge Development & Networking

1.4. Vice President – Operations & Treasury

2. The hierarchy of the executive council can be understood as follows:

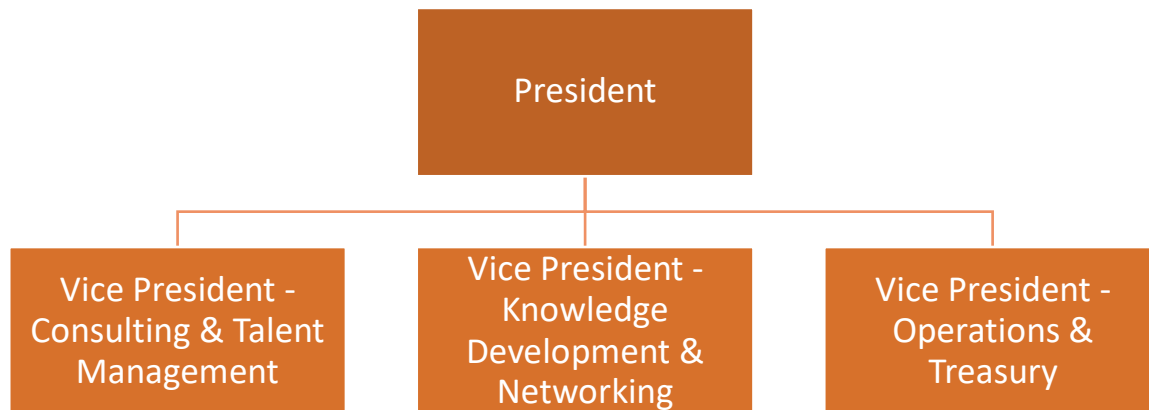


Exhibit 3: Structure of the Executive Council

3. Power of the Executive Council: The Executive Council (hereby referred to by its acronym ‘EC’, shall exercise the following rights:

3.1. The EC shall have a right to set up a commission to amend the constitution given that it has the support of no less than 3 members of the EC and 3 members from the directorate.

3.2. To exercise the said powers, all members of the EC shall be unanimous in their opinion and verdict.

4. President: There shall be a president for LCG who shall lead the society as its head and along with other members of the EC, shall represent the unity of the society.

4.1. The president shall be responsible for carrying out all activities under the umbrella of the society

4.2. Duties of other EC members in relation to President: It shall be the duty of the EC:

4.2.1. To communicate to the president all decisions of the directorate and engagement teams relating to the administration of society affairs.

4.2.2. To furnish such information relating to the administration of affairs of the society and proposals for events as the president may call for; and

4.2.3. If the president so requires, the delegation of a new initiative to another executive council member.

4.3. Duties of the president: The president shall:

4.3.1. Be responsible to uphold the constitution of the society at all times.

4.3.2. Be the principal policy and strategic planner of the society

4.3.3. Play and active role in public displays of leadership of the society and motivating society members.

- 4.3.4. Sign every official document for the society and get it approved from the Patron before submitting it to the co-curricular office (hereby referred to as the CCA).
 - 4.3.5. Represent the society in the Board of Presidents or any other official forum.
 - 4.3.6. The President has the right and obligation to protect the Society, and if, in his/her opinion a certain council member is not working for the best interest of the club, he/she with the approval of the committee (Patron, Ex - President, any other faculty member on request, and one individual from the CCA) should relieve that member of his/her duties.
 - 4.3.7. The President must be aware of all University procedures related to the Society programs and make sure to follow them as well.
 - 4.3.8. The President must adhere to the job description left for her/him by the outgoing executive council.
 - 4.3.9. The president must play an active role in protecting the LCG culture and presenting themselves as its best role model.
 - 4.3.10. The president must make a conscious effort to maintain impartiality in all decisions and to ensure distribution of power is as equal as possible within the EC and that there is a democracy of ideas prevalent within the society rather than a top-down implementation of changes by the President.
 - 4.3.11. The president must make active effort to be aware of all working areas of the society and make themselves as knowledgeable about all departments, events and stakeholders that the society works with.
 - 4.3.12. The president must maintain a strong and cordial relationship with the society Patron.
5. Vice Presidents: The society shall have three vice presidents that shall assist the president in providing leadership and overseeing the day to day running of the society.
- 5.1. Each of the Vice Presidents shall be given a portfolio of 2 departments. These departments shall be split into two streams and each vice president must oversee only one department from each of these work streams. These streams are highlighted below:
 - 5.1.1. Stream One: Client Management, Learning & Development, Operations (i.e. no Vice President can oversee more than one of each of these departments).
 - 5.1.2. Stream Two: Human Resources, Media & Branding, Marketing (i.e. no Vice President can oversee more than one of each of these departments).
 - 5.1.3. The combination can be altered by the outgoing Executive Council based on their evaluation on the suitability and competencies of the incoming EC members.
 - 5.2. As it currently stands, the three Vice Presidents duties are as follows:
 - 5.2.1. Vice President – Consulting & Talent Management: The duties of this EC member are as follows:
 - 5.2.1.1. Shall actively take part in the planning & operations which have been directed by the President and with the aid of the other EC members.
 - 5.2.1.2. Oversee the Client Management and Human Resources Departments.
 - 5.2.1.3. Aid engagement managers in setting up their teams and delivering their engagements and any other aspect that they might require help with.
 - 5.2.1.4. Adhere to the job description left for her/him by the outgoing executive council.
 - 5.2.1.5. Play an active role in promoting and being the face of the LCG culture and promoting the values of feedback and meritocracy within the society.
 - 5.2.1.6. Respond to recruitment, turnover and talent retention issues on an urgent basis.

- 5.2.1.7. Create and maintain a safe working environment for all members and ensure the smooth functioning of accountability mechanisms without bias.
 - 5.2.1.8. Maintain membership directory of both EC and general body members for the year.
 - 5.2.1.9. Finding new avenues of engaging with organizations and generating revenue from consulting services.
 - 5.2.1.10. Perform any other duties as directed by the President and agreed upon by other EC members.
- 5.2.2. Vice President – Knowledge Development & Outreach: The duties of this EC member are as follows:
- 5.2.2.1. Shall actively take part in the planning & operations which have been directed by the President and with the aid of the other EC members.
 - 5.2.2.2. Oversee the Learning & Development and Media & Branding departments.
 - 5.2.2.3. Act as the principal communication officer of LCG.
 - 5.2.2.4. Be responsible for creating the brand of LCG both within the society, the university and to the outside world.
 - 5.2.2.5. Maintain a directory of LCG alumni and maintaining ongoing efforts to promote LCG amongst the consulting industry along with pushing for more consulting firms to recruit from LUMS.
 - 5.2.2.6. Adhere to the job description left for her/him by the outgoing executive council.
 - 5.2.2.7. Make a note of the agenda of all meetings and communicate it to the CCA.
 - 5.2.2.8. Maintain organizational records and meeting minutes.
 - 5.2.2.9. Disseminate information/decisions made by the society to all the society members.
 - 5.2.2.10. Perform any other duties as directed by the President and agreed upon by other EC members.
- 5.2.3. Vice President – Operations & Treasury: The duties of this EC member are as follows:
- 5.2.3.1. Shall actively take part in the planning & operations which have been directed by the President and with the aid of the other EC members.
 - 5.2.3.2. Be familiar with accounting procedures and policies and serve as the primary signatory on financial accounts.
 - 5.2.3.3. Maintain a financial history of the society, this includes but is not limited to the current financial position, cash flow statement and a ledger of accounts
 - 5.2.3.4. Assign and collect loans to and from other societies; authorize loans to other societies with consensus from other members of the EC.
 - 5.2.3.5. Oversee the marketing and operations departments.
 - 5.2.3.6. Adhere to the job description left for her/him by the outgoing executive council.
 - 5.2.3.7. Focus greatly on the fundraising and cash position of the society by; setting monetary goals, overseeing the sponsorship efforts undertaken by the marketing departments, working with the Vice President overseeing the Client Management department to keep track of potential revenues from client engagements.
 - 5.2.3.8. Work with event heads, departments and engagement managers to prepare budgets, ensure fair allocation of resources to all activities and initiatives, advice executive council members on financial matters (i.e. indents, costing, vendors, MoUs etc.) Ensure pending/cancelled PRs, sponsorship cheques are processed timely with the CCA /Accounts/Finance office with the help of relevant department.

- 5.2.3.9. Enquire about the account balance from time to time and keep an account of any discrepancies so that they may be sorted at the earliest; frequently visit the CCA/Finance department if/when needed.
- 5.2.3.10. Be entrusted with any monetary amount in the form of cash, cheques, bank drafts etc.
- 5.2.3.11. Develop a close relationship with the CCA office and other relevant LUMS administration departments aid EC and general body members in matters dealing with the CCA and other relevant administration departments.
- 5.2.3.12. Make an active effort to provide consulting services to various departments and entities in LUMS. Work closely with the Vice President overseeing the Learning & Development to help them connect with relevant authorities within LUMS to collect data for knowledge & insights creation.
- 5.2.3.13. Actively act as the arbitrator between the executive council and the bridge between the society and the LUMS administration.
- 5.2.3.14. Perform any other duties as directed by the President and agreed upon by other EC members.

Chapter 3: Departments & Directorate

This chapter describes the composition and duties of the directorate. The purpose of the directorate is to provide leadership to the society's departments and act as the middle management that not only executes the strategies and vision laid out by the EC but also seeks to undertake new initiatives within the directorate members' respective domains.

1. The directorate shall consist of a reasonable number of members that are sufficient to lead their respective departments.
2. There shall be 6 functional departments, each of which will be headed by a full-time officer with the rank of Director.
3. A department may not have more than 2 directors.
4. The director(s) shall be assisted by no more than 2 Assistant Directors. However, it is not compulsory for each department to have an assistant director.
5. Directors and Assistant directors must be active full-time members of the society who shall be picked from the previous year's General Body.
6. The functional departments shall be referred to as:
 - 6.1. Client Management
 - 6.2. Human Resources
 - 6.3. Learning & Development
 - 6.4. Marketing
 - 6.5. Media & Branding
 - 6.6. Operations
7. The departments shall unequivocally assist all event heads, engagement teams and the executive council in discharge of their functions, as defined within this constitution.
8. The departments shall induct "team members" from the General Body, of a number determined by the EC and the directorate members of each department.

9. The assignment of duties to the team members shall be the domain of the relevant department's directorate members. However, the EC shall be informed about any allocation if required.
10. Duties of the directorate members are highlighted as below:
 - 10.1. Assistant Director:
 - 10.1.1. Acting as the bridge between team members and the society director.
 - 10.1.2. Since the Assistant Director in most cases will be younger and perhaps from the same batch/only batch senior to the team members, they are expected to form closer relationships with the team members.
 - 10.1.3. Take an active role in planning and executive departmental goals and duties.
 - 10.1.4. Resolve departmental conflict and assist the director in any work that they might have.
 - 10.1.5. Undertake work assigned by the director and assigning it to team members.
 - 10.1.6. Form unity with other directorate members.
 - 10.2. Director:
 - 10.2.1. Act as the departmental leader and carry out all goals laid out by the EC.
 - 10.2.2. Take part in planning the departmental goals, objectives and tasks for the year.
 - 10.2.3. Motivating team members and forming a leadership presence in the society as a whole.
 - 10.2.4. Maintaining the LCG culture within their respective departments.
 - 10.2.5. Undertaking new initiatives that advance the society's vision and goals.
11. The role of each of the respective departments is as follows:
 - 11.1. Client Management (hereby referred to as CM)
 - 11.1.1. CM shall serve as the bridge between LCG and its client organizations.
 - 11.1.2. The department shall be responsible for the entire independent revenue stream of consulting fees.
 - 11.1.3. CM shall actively promote LCG's consulting service in order to bring on client engagements that will be engaging, challenging and impactful for LCG members.
 - 11.1.4. CM shall co-ordinate with the Human resources department and their Vice President for allotting people to engagement.
 - 11.1.5. CM shall aid the engagement managers in maintaining a positive working culture with the client representatives.
 - 11.1.6. CM shall help provide all necessary information important in promoting LCG's consulting services.
 - 11.1.7. CM shall aid the development of an LCG engagements repository by coordinating with the Learning & Development department.
 - 11.1.8. CM shall take part in understanding client needs and laying out engagement scopes and objectives by working closely with the engagement manager (however the latter entity should play a greater role in this and the former should provide preliminary information along with helping EM build a rapport with the client).
 - 11.1.9. CM shall ensure that all engagements are delivering on their promised objectives.
 - 11.1.10. CM shall also follow up with past clients to document the impact of LCG's work.
 - 11.1.11. Work with operations department for the development and implementation of Non-Disclosure Agreements and Memorandums of Understanding with clients.
 - 11.2. Human Resources (hereby referred to as HR)
 - 11.2.1. HR shall serve as an internally oriented department that aids the people, culture and organization aspect of LCG.

- 11.2.2. HR shall execute the society's annual recruitment and induction of team members.
 - 11.2.3. HR shall maintain consistent awareness of all informal and formal harassment cases against applicants and members.
 - 11.2.4. HR shall play an active role in promoting LCG's culture and values.
 - 11.2.5. HR shall collect feedback on all society's members and make it their duty to provide this feedback to the respective society members in a constructive and timely manner to allow them to improve personally and professionally.
 - 11.2.6. HR shall play the role of mediator in situations of interpersonal and interdepartmental conflict within the society.
 - 11.2.7. HR shall ensure the appropriate formation of mediation bodies and anti-harassment committees as detailed in Chapter 4: Remedies and Process under Section 5: Code of Conduct.
 - 11.2.8. HR shall collaborate with other societies wherever appropriate to offer support in creating safe spaces for all members of LCG.
 - 11.2.9. HR shall ensure strictly confidential documentation of all relevant testimonies, allegations and submitted evidence in the most appropriate format.
 - 11.2.10. HR directorate members shall maintain utmost confidentiality in key society matters and bring them to the EC when necessary. These situations can include instances of personal issues and poor feedback. The HR directorate members are entrusted with ensuring the all feedback is collected objectively and impartially and that HR directorate members maintain the privacy of this information.
 - 11.2.11. HR shall also carry out society wide activities that foster greater cohesion in the society and shall also oversee the execution of such activities within departments and engagement teams.
 - 11.2.12. HR shall also maintain a database of each society member to track their personal details and achievements in the society.
 - 11.2.13. HR shall contend on behalf of society members when certain ceremonial, situational and temporary titles/assignments are to be given to ensure that all society members are being given a holistic and fair experience.
 - 11.2.14. HR shall come up with activities that reward high performing members.
 - 11.2.15. HR shall ensure the deliverance of a "work hard and play hard" mentality.
 - 11.2.16. HR shall also take part in executing General Body Meetings and record attendance of society events.
- 11.3. Learning & Development (hereby referred to as LnD)
 - 11.3.1. LnD shall act as the knowledge and insights hub of LCG along with acting as a champion and source of professional development and networking initiatives.
 - 11.3.2. LnD shall maintain a drive of consulting interview preparation resources that shall be disseminated to LUMS students preparing for consulting recruitment.
 - 11.3.3. LnD shall maintain linkages with consulting firms and consultants to promote LCG's name and to come up with networking opportunities not only for LCG members but also the LUMS student body.
 - 11.3.4. LnD shall conduct workshops that shall aid the professional development of LCG members.

- 11.3.5. LnD shall also work closely with CM to ensure the documentation of key learnings from LCG engagements and the availability of standardized documents to assist in subsequent engagements and research efforts.
- 11.3.6. LnD shall foster thought leadership on key economic and organizational issues not only in Pakistan but also across LUMS.
- 11.3.7. LnD shall help LCG take lead as a think tank within LUMS by conducting on campus research and publishing data driven insights on various issues pertaining to LUMS. In this regard LnD can also work closely with the LUMS Student Council to gain access to key offices and other student run societies for the purpose of research and collecting data.
- 11.3.8. LnD shall write case studies for all society competitions, ranging from but not limited to; LCG recruitment interviews, LCG induction, Case @ LUMS, LUMS Consulting Competition.
- 11.3.9. LnD shall also oversee the creation of linkages with other consulting clubs both within Pakistan and abroad. To this end, LnD should help LCG maintain its position as the foremost and most formidable student run consulting organization in Pakistan.
- 11.3.10. LnD shall also open up LCG members for participation in case competitions both locally and internationally.
- 11.4. Marketing:
 - 11.4.1. The marketing department shall be responsible for raising external funds as designated in the budgets by the EC, for all LCG projects and events.
 - 11.4.2. Be expected to provide relevant sponsorships for various events and come up with ways in which potential sponsors can get branding opportunities.
 - 11.4.3. Ensure that sufficient organizations are covered for marketing opportunities.
 - 11.4.4. Maintain a working relationship with the LUMS marketing department for any relevant coordination.
 - 11.4.5. Ensure implementation of MoUs in the most efficient and timely manner possible.
 - 11.4.6. Beyond monetary sponsorships, the marketing department shall undertake other non-monetary and in-kind sponsorship initiatives.
 - 11.4.7. Oversee financial matters in inner society situations such as dinners and trips. This may include collecting funds and redistributing funds to society members.
- 11.5. Media & Branding (hereby referred to as media)
 - 11.5.1. Publicize LCG and its events across the length and breadth of the target region.
 - 11.5.2. Manage both external and internal promotion of all activities of LCG to ensure maximum awareness and participation in society events.
 - 11.5.3. Creatively design, plan and properly position/brand society activities.
 - 11.5.4. Create and distribute internal and external society promotion material. This may include but is not limited to; posters, standees, media walls, merchandise, apparel etc.
 - 11.5.5. Provide technical support whenever and wherever required by the society for its events and engagements.
 - 11.5.6. Be responsible for the development and maintenance of LCG's website and other social media presence such as Facebook, Instagram and LinkedIn.
 - 11.5.7. Be responsible for graphic designing for specific requirements of the society.
 - 11.5.8. Be responsible for appropriate IT and technical systems development to augment the society's current systems and processes.

- 11.5.9. Use classical brand management philosophy to continuously develop and maintain the LCG brand.
- 11.5.10. Ensure a consistent and coherent design philosophy in all society internal and external documents.
- 11.6. Operations (hereby referred to as Ops)
 - 11.6.1. The department shall act as the principal coordinator between LUMS administration and LES under the guidance of the respective Vice President.
 - 11.6.2. The department shall play a crucial role in planning all logistical and implementation related requirements for all society activities and events.
 - 11.6.3. To this end, the ops department must maintain active coordination with all other departments, engagements and events.
 - 11.6.4. The ops department shall provide logistical support which involves, but is not limited to transport, accommodation, security and printing for all activities.
 - 11.6.5. The ops department is expected to deal with all procurement related issues, including but not limited to indenting, raising procurement orders, vendor coordination and related issues.
 - 11.6.6. The department shall be responsible for inventory management and maintaining all physical inventory assets of LCG.
 - 11.6.7. The department shall continuously audit LCG's financial matters by corroborating the society's account balance with purchase requisitions and procurement orders on an ongoing basis.
 - 11.6.8. Assist other directors and society members and deciding what items they shall need in their activities and events and raising the relevant purchase requisitions.
 - 11.6.9. The ops department shall operate its own independent consulting practice by offering consulting services to administrative departments across LUMS.
 - 11.6.10. Anticipate and resolve any unspecified and unforeseen scenarios, problems or work increases that may arise during the Society events, by creating a contingency plan that is approved by the Executive Council
 - 11.6.11. Ensure the existence, maintenance, and functioning of an adequate system of internal controls in order to limit the Host Team and Secretariat spending, so as to avoid wastage of resources;

Chapter 4: Engagement Teams

This chapter deals with the composition and duties assigned to engagement teams.

1. Engagement teams shall be created on a temporal basis with a reasonable amount of people necessary to work on the project assigned by the respective client(s).
2. The engagement team shall be led by ideally one or in some cases two engagement managers. Further members may hold titles of 'Associate Consultants' and 'Consultants'.
3. The engagement teams shall be picked from the general body only based on the engagement requirements as detailed by CM and the society members experience record as attested by the HR department. The only exception to this is if a person with a necessary skill cannot be found in the General Body, in that case priority must be given to ex LCG members. However, this route should only

be taken if there is a reasonable case to be made for getting a person outside the current general body i.e. lack of experience/skills and existing members being too occupied.

4. The roles and duties of the engagement team members are highlighted below:

4.1. Engagement Manager (hereby referred to as EM)

4.1.1. The EM shall act as the leader for the specific client engagement.

4.1.2. They shall take an active role in presiding over the scoping of the engagement i.e. identifying the client problem, laying out engagement objectives, creating timelines and delegating tasks.

4.1.3. The EM shall not only direct the project task division and quality assurance but should also deal with the client and administrative aspects of the work.

4.1.4. The EM shall take an active role in maintaining liaison with the client representative and ensure their requirements are being met.

4.1.5. The EM shall also play an active role in the administrative aspects of the engagement in collaboration with a CM representative to ensure client payments are being made and processed timely.

4.1.6. The EM title shall only be used for the duration of the engagement and does not guarantee that a person who has been EM before will always be EM for latter projects.

4.1.7. Teams should only be allotted two EMs for projects that are really extensive and for which a reasonable case can be made to split the projects into two independent work streams.

4.1.8. The EM shall also make an active effort to train their team members and to provide constructive and corrective feedback on an ongoing basis.

4.2. Consultant

4.2.1. Consultant role is corollary to the Assistant Director role with regards to engagement teams

4.2.2. This role is temporal in nature and may be only used for extensive engagements where an additional layer of seniority and leadership may be required to deliver the project and to support the EM in delegation and implementation of duties and tasks.

4.2.3. The consultant role will be given to experienced team members who will preside over specific work streams of a project and will oversee the work of the Associate Consultants on the team.

4.2.4. A consultant can also accompany EM on client meetings and partake in client interactions to ease up the load on the EM.

4.2.5. If the EM wishes, then the consultant may also help in other aspects of the EM role.

4.2.6. A consultant overseeing the work of other Associate Consultants is expected to direct their work and provide them with continuous mentorship, guidance and feedback.

4.2.7. The consultant title shall only be used for the duration of the engagement and does not guarantee that a person who has been a consultant before will always be a consultant for latter projects.

4.3. Associate Consultant (hereby referred to as AC)

4.3.1. The consultant role is corollary to the role of a team member and shall be the entry level consulting role in LCG, kept reserved for fresh hires and relatively under experienced members.

4.3.2. The associate consultant is expected to work on areas directed to them by the consultant and EM depending on who they are reporting to for a given project.

4.3.3. Although the associate consultant is the junior most member on the team they will be expected to come up with initiatives, speak during team meetings and brainstorming sessions.

- 4.4. The engagement teams despite having a seniority structure shall operate in as lean a way as possible during team working settings.
- 4.5. The engagement team structure shall be created and divided prior to the starting of each engagement with the creation of a visual tree that splits the project in different areas, allots those areas into work streams assigned to different people on the team.
- 4.6. Each engagement team member will be expected to maintain the utmost level of professionalism in not only the depth and quality of their tangible work but also in their client and team interactions.
- 4.7. Team members will be expected to stay up to date and be inspired by ways of working in the actual consulting industry.
- 4.8. Engagement teams operate simultaneously with departments and engagement members are not excused from their departmental duties whilst working on an engagement.

Chapter 5: Event Heads/Teams and Project Positions

This chapter deals with the creation of temporal positions within the society apart from engagement teams.

1. Based on the judgement of the Executive Council, temporary positions may be created to execute certain events and activities throughout the year.
2. These events may include but are not limited to; society fair, orientation, LUMS Consulting Competition, any other new initiative/activity.
3. The EC may decide to allot certain roles to departments but those not allotted to departments may be given to individuals from within the general body.
4. These individuals may take on the form of individual leaders/team members within the following capacity
 - 4.1. Event head or Project Leader
 - 4.1.1. These roles may be given to one or two persons leading a certain event/initiative.
 - 4.1.2. They will be expected to oversee the execution of the said activity within a capacity similar to that of director.
 - 4.1.3. They will be expected to plan and strategize the objectives of their activity.
 - 4.1.4. They will be expected to update the EC closely on their progress.
 - 4.1.5. They will be expected to coordinate with other departments and routinely delegate and check the progress of tasks necessary to execute their duties.
 - 4.2. Team Members
 - 4.2.1. In some cases, if the conditions necessitate, the event heads/project leaders might be given a team of general body members to deal with their activities.
 - 4.2.2. These teams will operate on a temporal basis and can be made on both voluntary basis and also on the recommendation of the EC and HR department.
 - 4.2.3. The teams will operate simultaneously with the departments.

Chapter 6: Society Culture

This chapter highlights the key pillars underpinning the culture that LCG and her members are expected to maintain.

1. LCG shall operate with the mentality of positioning itself an actual consulting organization seeking inspiration from major consulting firms across the world rather than existing simply as a student run society.
2. The society shall actively carve out an create a niche for itself in the consulting market of Pakistan and beyond, acting as a competitor to other consulting firms.
3. The society must instill the following values in all of its activities ranging from recruiting candidates, evaluating performance to deciding internal development activities to name a few:
 - 3.1. Teamwork: Operating with a one team mentality where society members trust, empathize with and lookout for each other.
 - 3.2. Results: Always attempting to deliver the best results possible in all society work.
 - 3.3. Initiative: Challenging the norms and never becoming complacent with existing processes. Generating and implementing new ideas that shall improve the existing activities and outlook of the society.
 - 3.4. Commitment: Team members will be expected to take ownership and be expected to show dedication to their work. Team members shall treat the society with accountability and show responsibility towards it.
4. EC members and others in leadership positions will be expected to routinely point out and correct behavior that goes against the society values.
5. LCG shall also operate with a “small team, big impact” mentality where there is no room for inefficiency and unnecessary wastage of resources and human capital.
 - 5.1. This applies to recruiting candidates, assignment of new roles and societal duties.
 - 5.2. This means that the General Body should always be kept to a reasonable amount of people and strict oversight must be given to avoid “deadweight” within the society.
 - 5.3. LCG shall also position itself as a think tank and school of thought that addresses the concerns of LUMS students and other societies in a data driven and research-oriented way.
 - 5.4. The society must also champion a culture of meritocracy and challenging society members by giving them opportunities that only challenge them professionally but also personally.

Chapter 7: Role of Society Patron

The following chapter highlights the role that will be played by the society patron.

1. There will be a patron for the society, appointed from a current faculty member of LUMS, as per the guidelines of the CCA office.
2. The patron shall act as an external adviser to the society.
3. The patron may provide advice on society activities as she/he sees fit.
4. The patron shall reserve the final say on any matter, including arbitration of any conflict between the EC.
5. The patron may remove any member from the society, in conjunction with the EC, if deemed necessary.

Chapter 8: Role of LCG Alumni Network

The following chapter highlight the duties and make-up of the LCG alumni network.

1. The society, for the purpose of maintaining continuity in its vision and to gain access to more external resources shall maintain the following two bodies:
 - 1.1. An Ex EC Alumni Network
 - 1.1.1. Members of this network will be all Ex-EC members and founders of LCG.
 - 1.1.2. The purpose of this network is to ensure continuity in society vision and to ensure coherence and continuous development and improvement of the society over time without losing track of its domain.
 - 1.1.3. The members of this network will have certain responsibilities such as:
 - 1.1.3.1. Approving constitutional changes
 - 1.1.3.2. Approving new ECs
 - 1.1.4. The members of this network will be expected to help LCG in their own professional capacities.
 - 1.1.5. The existing EC will be expected to update this network with key developments and achievement of the society.
 - 1.2. An LCG Alumni network
 - 1.2.1. Membership of this network will be open to any individual who has spent at least one academic year in LCG's general body.
 - 1.2.2. The purpose of this network will be so LCG alumni can connect with each other and so that the current EC and general body can utilize this network for societal activities and needs.

Section 3: Processes

The following section is distinctly different to the previous section. The section 2 on people focused on the composition and duties of the various bodies and teams associated with LCG. This section 3 focuses on the processes inherent within the assignment and evaluation of these people and the accountability that they are subject to along with other crucial processes of the society for which human judgment alone might not be sufficient.

Chapter 1: Recruitment into and Membership of the Society

This chapter highlights the rough recruitment process that should be followed when inducting new members into the society and determining the basis of their membership.

1. It is recommended that the society hosts one annual recruitment at the start of each fall semester.
2. The recruitment procedure shall commence with recruitment activities originated by the society and directed towards student body of LUMS for the purpose of encouraging association with the society.
3. The activities will apprise the interested student body of the nature of tasks undertaken by the society, expectations and the norms and ethics the society upholds.

4. If special circumstances make it important then the society may host a secondary recruitment at the start of the spring semester, but this will only be possible with unanimous agreement from the EC and at least from 50% of the society's directorate members.
5. The recruitment process shall be considered as a holistic process that incorporates all the following activities:
 - 5.1. Society Fair
 - 5.1.1. The o-week society fair should be treated as the first step in joining LCG.
 - 5.2. Orientation
 - 5.2.1. The society shall host an annual orientation where it promotes its activities to students and initiates the recruitment application process.
 - 5.3. Recruitment applications
 - 5.3.1. The process of joining LCG shall at the very least include the following steps
 - 5.3.1.1. An online application with the submission of a CV
 - 5.3.1.2. A screening interview or an assessment center that is centered assessing an applicant across the following categories:
 - Alignment with the four society values
 - Potential to do well in the consulting environment
 - Potential to contribute to the development and diversity of the society
 - 5.3.1.3. Directors for each department shall select team members from General Member Body, based upon departmental needs as determined by the constitution, in consultation with the EC.
 - 5.4. Annual Induction
 - 5.4.1. The society shall host an annual induction of all hired members.
 - 5.4.2. This induction should introduce team members to the consulting way of thinking.
 - 5.4.3. This induction should introduce team members to the LCG culture and way of doing things.
 - 5.4.4. This induction should also introduce team members to feedback mechanisms and methods of constructively taking and acting on criticism and scrutiny.
 - 5.4.5. The induction should introduce new members to the society constitution.
6. At the end of the year, the General Body and Directorate shall automatically stand dissolved and membership can only be retained via undergoing the promotion process for further leadership positions in the society.
7. Members must maintain at least a 60% activity standing in all society meetings and events and must be of good character standing in order to maintain membership in the society.
8. Members can lose their status in the society if the EC has sufficient complaints against them and their feedback is continuously poor.

Chapter 2: Resignation from the society

The following chapter highlights the process of resignation from the society.

1. The individual resigning must give at least 2 weeks' notice before relinquishing charge from the society.

2. The person resigning if they are a team member must appear in front of their department director first and then in front of the HR director who shall take an exit interview to determine the cause of leaving and understand their level of satisfaction with the society.
 - 2.1. In case the person leaving the society is a member of the directorate then they shall also appear in front of a representative of the EC before appearing for their exit interview with an HR directorate member.
 - 2.2. In case the person resigning is from the EC they must first seek unanimous agreement from all other EC members and from the society patron.
3. A person who is cleared to exit shall be given a letter of relinquishment from the society and this letter should be qualified based on:
 - 3.1. The person's reason for leaving
 - 3.2. The person's performance and standing within the society

Chapter 2: Feedback and Evaluation Mechanism

An effective feedback and evaluation mechanism are the cornerstone of a functioning consulting firm. In this regard, the following chapter highlights the key aspects of the feedback and evaluation processes expected within LCG.

1. A 360-degree feedback system should be adopted where feedback is collected at levels of the organization where peers evaluate each other, are evaluated by those they oversee and those overseeing them.
 - 1.1. Departmental feedback should be collected at least twice a year where the two instances cannot be more than 6 months apart.
 - 1.2. Feedback for engagement teams should also be collected at least twice, with one at the estimated midpoint of the engagement and one at the end of the engagement.
 - 1.3. Feedback should also be collected at least once where a person has been allotted another temporary role as per section 2, chapter 5 of this constitution.
 - 1.4. The feedback should be collected in a format where it can be quantified, be actionable and summarized effectively.
 - 1.5. The feedback should reflect the person's execution of required job duties.
 - 1.6. The feedback should reflect how the person stands against LCG's 4 values with regards to the particular role.
 - 1.7. The feedback should be complete i.e. collected from all possible members.
 - 1.8. The feedback should be anonymous and should be kept confidential to the highest professional standards.
 - 1.9. Personal growth should be kept at the heart of the feedback collection format where the feedback should be communicated to the relevant person at the earliest in a format in which they can correct their performance and shortcomings as soon as possible.
2. There should be the maintenance of individual drives for each LCG member.
 - 2.1. The purpose of this drive should be to have a person's details accessible from anywhere.
 - 2.2. This drive should include the person's latest resume.
 - 2.3. This drive should also contain a list of experiences the person has undertaken to date.

- 2.4. This drive should also contain the person's feedback collected to date, but this should only be accessible to that particular person and the EC.

Chapter 3: Promotion to Directorate

The following chapter highlights the process and conditions that entail promotion to the directorate.

1. Based on the conditions and requirements of the directorate highlighted in section 2, chapter 3 of this constitution, promotion to directorate shall include at least the following aspects:
 - 1.1. Promotion to directorate can only be finalized by the incoming EC.
 - 1.2. Directorate promotion should be done with the mentality of who should be part of LCG's leadership rather than filling specific seats in specific departments as membership in directorate is precursor to the allotment of specific department Director and Assistant Director positions.
 - 1.3. Promotion to directorate should be based on the following:
 - 1.3.1. An evaluation on previous performance in the society as per the EC's subjective interpretation and the candidate's evaluations and feedbacks collected to date.
 - 1.3.2. An assessment of the individual's potential in the society and whether they can overcome their weaknesses and shortcomings.
 - 1.3.3. An evaluation of how well the candidate is aligned with the society's values.
 - 1.3.4. The person's plans for the society and specific departments going forward.
 - 1.3.5. The promotion process should at least include an interview with the entire incoming EC.
2. The assignment of the new directorate should however have involvement from the outgoing EC, where:
 - 2.1. The outgoing EC shall provide a list of high potential candidates that they recommend for the directorate.
 - 2.2. The incoming EC should send in their final list of the new directorate to the outgoing EC along with a description of the process they used to make their decision.
 - 2.2.1. It is understood that the outgoing EC cannot challenge the decision unless the entire outgoing EC is concerned about a particular decision and there is at least one person within the incoming EC that has an issue with that particular decision as well. If the incoming EC stands unanimous on a particular decision, then there is no point of contention. However, it is also understood that any relevant concern brought up by the outgoing EC such as a disciplinary or code of conduct issue should be taken seriously by the incoming EC.
3. A person may also not spend more than two academic years in the society's directorate.

Chapter 4: Promotion to Executive Council

The following section highlights the process that should be used at the minimum to promote candidates to the Executive Council.

1. Promotion to EC is an important decision and the process must ensure that candidates are considered holistically and given a fair chance to present their case to the outgoing EC.
2. At the minimum, the process should include the following:
 - 2.1. A critical evaluation of the feedback collected on each of the candidates.

- 2.2. Submission of an EC application that highlights the person's motivation for applying and their plans for the society going forward:
 - 2.2.1. This plan should be critically examined by the outgoing EC
 - 2.2.2. This plan should be made available to the General Body to read.
- 2.3. A presentation revolving around the said plan should be made in front of the general body.
- 2.4. There should be an interview with the outgoing EC where the candidate's judgement, performance, motivation and plans are scrutinized.
3. The outgoing EC should ensure that they give significant weightage to the candidate's personality, ability to handle pressure and their conduct within LCG so far to make the final decision.
4. The outgoing EC should also consider how well the person is aligned to LCG's values.
5. The process should also involve consensus from two Ex EC members immediately from the previous year's executive council where one of these persons should be the previous year's president.
 - 5.1. The Ex EC shall sit on the interview panels if possible
 - 5.2. The Ex EC should be provided a final list of candidates and a summary of the outgoing EC's decision-making process to gain their support for the decision.
 - 5.2.1. It is understood that the Ex EC members cannot directly contend the decision however their concerns and recommendations should be accounted for in the process.
6. It should also be noted that no person can spend more than one term i.e. one year in LCG's executive council.

Chapter 5: Societal Meetings

The following section provides details of certain meetings that should take place in the society.

1. There should be an "Annual Strategic Directorate Meeting" when the new directorate is appointed each year. The purpose of this meeting should be to collectively make plans for the upcoming year where each directorate member has a say in LCG's plans outside of their direct duties and domain as well.
2. There should be at least one GBM every month where key society issues and announcements are discussed.
 - 2.1. Attendance for these GBMs should be recorded.
 - 2.1.1. If a person misses 3 consecutive GBMs then they should be given a warning.
 - 2.2. The agenda for these GBMs should be prepared in advance and should be shared with the general body.
3. There should be in addition to clause 1 of this chapter, at least 2 more directorate only meetings during year.
 - 3.1. Where one of these should be an end of year evaluation meeting prior to opening of EC applications.
4. It is expected that there will be other informal inter-departmental and engagement team meetings.
 - 4.1. It is recommended that proper records and minutes of these are kept.
 - 4.2. It is recommended that attendance records for these meetings are kept.

Chapter 6: Making Amendments to the Constitution

LCG is a society that believes in the power of initiative and the philosophy on continuous change, to this account we should stay open to constructive changes in the society's constitution, however, these changes shall adhere to the following processes.

1. The constitution shall be considered the primary reference regarding any procedural or administrative matters that may arise in the activities of LCG.
2. Where the constitution is silent on a matter, a member, regardless of post, shall be expected to follow established precedent.
3. No amendment shall be passed to this constitution unless the passing of such amendment shall greatly improve the relevance and scope of this constitution. The power to amend the constitution shall lie with the Executive Council.
4. A member of the Executive Council may, after consultation with a member a previous Executive Council, introduce an amendment to the executive council where all members shall be present, such that:
 - 4.1. The person who has been given charge of "Vice President" to the CCA shall be informed in advance regarding this intention;
 - 4.2. The proposed amendment shall be circulated amongst all the members present at a meeting
 - 4.3. The EC should vote a 75% majority on the suggested amendments with a visible approval from other society members present at the meeting.
 - 4.4. The proposed amendment should be then approved by two EC members from the previous year's EC where one of these members should be the previous year's president.
 - 4.5. The proposed amendment should then be approved by the society patron.
5. If all of the conditions highlighted in clause four are met, then the new amendment shall be edited and passed into the constitution.
6. Any amendments made to the constitution shall not conflict with the interest of LCG as stated in this constitution. It should be directed towards the betterment of the society and the LUMS community as a whole.
7. Any amendment should comply with the ethics and values of the community and in no way should compromise the values and reputation of the society.
8. The constitution should at least be reviewed twice a year by the existing EC for the purpose of finding areas that might need improvement.
 - 8.1. These instances of review and specific amendments shall be recorded in the "Section 5 – Draft History"

Chapter 7: Deciding Teams for External Competitions

As a society LCG shall partake in case competitions both locally and internationally, to ensure objectivity in the selection of teams for it, the following procedures should be followed.

1. It should be decided first whether the specific competition is top priority or not, top priority competitions should have an extensive selection process where through merit only the best possible team is chosen to represent LCG and LUMS in the interest of performing well in the competition.
2. The selection process should involve at least any two Ex EC members to give an objective opinion on the selected candidates.

3. If a subsidy is to be provided for such competitions, then it should be equal across the entire team with no favoritism for seniority.
4. It should be ensured that the entire process is designed in a way to ensure objectivity, meritocracy and the negation of nepotism.

Section 4: Conflict Resolution

1. Conflict arising in member evaluation: In case of a disagreement by a member over their evaluation, the matter shall be referred to the Vice President overseeing the HR department or any other EC member as appointed by the President. The subsequent remedies shall be considered:
 - 1.1. An 'Arbitration Committee' (AC) comprising of the said Vice President, and one other neutral member (Director Level or above) shall be setup. The AC would there after call both parties to present their arguments separately.
 - 1.2. Based upon the arguments and the alternate evaluation filled in by the concerned EC member, the committee shall come to a conclusion, in no more than 7 days of the filing of the referral. The decision shall be binding on both parties.
 - 1.3. The EC member in charge shall be responsible for subsequent implementation of the decision.
2. Conflicts between director level staff and team member staff and vice versa.
 - 2.1. In case of a conflict involving directors and team members (hereby referred to as conflicting parties), the following remedies may be exercised:
 - 2.1.1. The conflicting parties shall abide by LCG Code of Conduct (section 5 of constitution) and make every possible effort to resolve the conflict through mutual dialogue & shared responsibility.
 - 2.1.2. If they fail to resolve the conflict, then they may call upon the EC to resolve the dispute. Thereafter;
 - 2.1.3. The EC shall call upon each member separately and give them a fair chance to be heard.
 - 2.1.4. The EC shall then come to a conclusion that is acceptable to the conflicting parties.
 - 2.1.5. If such is not possible then the EC shall host a mutual mediation between the conflicting parties, and owing to their judgment, declare a verdict within 7 days of the hearing.
 - 2.1.6. The EC reserves the right to take punitive action which includes, but is not limited to, suspension of membership, barring from holding office etc. If it feels that a serious violation of the code of conduct aligned in section 5 of this constitution has been conferred by either of the conflicting parties.
3. Conflicts between director level staff and Executive Council:
 - 3.1. In case of a conflict involving directors and EC members (hereby referred to as conflicting parties), the following remedies may be exercised:
 - 3.2. The conflicting parties shall abide by LCG Code of Conduct (section 5 of constitution) and make every possible effort to resolve the conflict through mutual dialogue & shared responsibility.
 - 3.3. If both conflicting parties fail to resolve matter within three days by themselves, then a vote shall take place among EC members. The solution with majority votes shall be deemed final. In case the voting is tied, the tie may be broken by the following parties in the following order of availability.
 - 3.3.1. A special session of director level staff (at least 3) will be called upon. Both conflicting parties will be allowed to either present their case at the session or submit a write up of their case to the session members (to ensure anonymity). The EC shall thereafter;
 - 3.3.1.1. Consult within themselves in the absence of conflicting parties.

- 3.3.1.2. Decide and arrive at a consensus decision. If that is not possible, the solution with the majority votes among the session members shall be deemed final. All the proceedings of this special session shall be done in only one seating of the council.
 - 3.3.1.3. The proposed solution shall be binding on both conflicting parties.
 - 3.3.1.4. If a tie of votes still pertains then the outside view from either the outgoing president or the society patron may be obtained, whoever is available and in a better position to judge the situation.
- 3.4. If a conflict of this situation assumes such critical proportions that it significantly hampers the society's workings, then an emergency session with director level staff may be called upon. The EC shall thereafter;
- 3.4.1. Hear the arguments presented by both sides and consult in the absence of conflicting parties.
 - 3.4.2. Thereafter it will arrive at decision giving its verdict on the removal of the concerned EC member, only after a unanimous favor.
 - 3.4.3. An interim period may be announced in which another EC member may take the responsibilities of the vacant post.
 - 3.4.4. The post shall be succeeded with the same criteria as highlighted within this constitution.
 - 3.4.5. The new EC member shall ask for a vote of confidence from the directorate.
4. Conflict with other societies – The guiding principle of LCG regarding its relationship with other societies will be of congeniality and cooperation.
- 4.1. In a situation of contention that may arise with a specific society, it shall be dealt with on the basis on consensus within the EC and advice from the OSA but represented by the president.

Section 5: Code of Conduct

As a society LCG shall strive to ensure a safe, welcoming and an inclusive environment where everyone (regardless of their role in the society) is treated with dignity, fairness and respect. All members of the society are expected to comply with the following Code of Conduct and any violation will be dealt with the procedures laid down in this section. This policy supports the University's framework of Student Code of Conduct, which consists of the Statute Chapter 3- General Expectations of Conduct, Chapter 4- Misconduct, and Chapter 6- University Disciplinary Procedure, and must be read in conjunction with this section.

Chapter 1: Principles

LCG's Code of Conduct is guided by its values and encapsulates the following core principles. Each member of the society expected to uphold and understand these principles. All relevant member(s) of the society will use them as a guide to approach all formal and informal complaints of misconduct in the society.

1. LCG is committed to fostering an inclusive culture which promotes its values and maintains a positive and safe, working, learning and social environment in which the rights and dignity of all members of the society are respected.
2. All society members are required at all times to conduct themselves in an appropriate and professional manner in their society-related activities, including in their dealings with other society members, staff, the local community and external organizations.
3. Society members must comply with the Code of Conduct and demonstrate active commitment to it by:
 - a. Treating others with dignity and respect.
 - b. Discouraging any form of harassment and bullying by making it clear that such behavior is unacceptable.

- c. Supporting any member of the society who feels they have been subject to harassment and related behavior, including supporting them to make a formal complaint if appropriate.
4. Those in positions of authority, including the Executive Council, Directorate and Project Heads, have a formal responsibility to familiarize themselves with the Code of Conduct and a duty to implement it by educating the general body on it and making every effort to ensure that no violation takes place in the areas of work for which they are responsible, however if they do occur, it should be addressed promptly via formal or informal means according to the nature of misconduct.
5. Any sort of discrimination, harassment, victimization, intimidation, exploitation or bullying will not be tolerated and the relevant part in charge will investigate complaints from any student within or outside the society who alleges this kind of behavior promptly, effectively and ethically without any bias.
6. LCG's aim during an investigation or disciplinary procedure is to deal with matters sensitively and with due respect for the privacy of any individuals involved. The manner in which the complainant wants accountability will be central to all decision making process throughout. All members of the party in charge must treat any information communicated to them in connection with non-academic misconduct matters with appropriate confidentiality.
7. All misconduct issues will be dealt in a fair and consistent manner, ensuring that those involved are made aware of appropriate support, and that issues referred for disciplinary action are dealt with as quickly as the specific circumstances allow.
8. Due care will be given in dealing with the complainant ensuring that complainant receives proper support and is not subjected to reprisals, discrimination or victimization by any part involved in the process.
9. The wishes of the Reporting Party will be central to any decision as to how to take forward any disclosure of an experience of misconduct and the resolution sought by them. It is also understood that the Reporting Party may require a reasonable time for reflection and to seek guidance about their options before making a decision. To best support the Reporting Party, they will be given their options.
10. Parties to a complaint must:
 - a. Cooperate in good faith.
 - b. Adhere to the privacy and confidentiality clause of this section.
 - c. Immediately disclose any actual, perceived or potential conflict of interest.
11. The approach in dealing with misconduct issues may be educative, corrective or punitive depending on the nature of the case.
12. The Executive Council and the Human Resource department should be pro-active in creating a society culture in line with the code of conduct and in developing strategies, frameworks and training programs to achieve this end.
13. The Executive Council reserves the right, with the appropriate notification of all parties involved, to make practical/ operational changes to these documented procedures to suit individual case requirements or changes in legislation.

Chapter 2: General

This chapter outlines the general rules, applicability and jurisdiction of the Code of Conduct

1. All society members are expected to conduct themselves in a way that is in line with this Code of conduct along with the Statue Chapter 3-General Expectations of Conduct in the [LUMS Student Code of Conduct](#).
2. This Code of Conduct is applicable to all members in the society.

3. All society members are expected to conduct themselves according to this code of conduct during all society related activities on and off campus and in their discourse with any society member within and outside of the society.
4. The disciplinary jurisdiction of this code extends to reports of misconduct b external sources; hence any complaint brought by someone from the LUMS community will be investigated in similar manner.
5. All head have the responsibility to understand and abide by this code and ignorance of this code will not be considered as a valid defense in formal proceedings after a complaint is lodged.
6. All members are expected to support student activism efforts in fostering safe spaces for all society members within LUMS.

Chapter 3: Misconduct

This chapter highlights the actions which constitute as misconduct and a violation of the Code of Conduct

1. All actions listed under the Statute Chapter 4- Misconduct in the [LUMS Student Code of Conduct](#) will be considered as misconduct and a violation of this Code of Conduct
2. Additionally, the following actions/behaviors (the list not being exhaustive) which subvert the values of LCG and create a hostile environment not conducive of learning and hinders the functionalities of the society will also constitute as misconduct:
 - 2.1. Offensive comments or body language, including insults, jokes or gestures directed towards any society member in their presence or absence
 - 2.2. Open hostility and spreading of malicious rumors about anyone in the society
 - 2.3. Abuse of Power by any Project Head, Engagement Manager, Directorate or Executive Council
 - 2.4. Patronizing behavior or comments, including humiliating, intimidating, and/or demeaning criticism
 - 2.5. Posting offensive comments about anyone in the society on electronic media
 - 2.6. Deliberately isolating someone from society work, conversations, or social events out of spite
3. Allegations against active LCG members can be made by other active members, LCG alumni and those having no association with LCG. In any case, the accused will be subject to the processes outlined in Chapter 4: Remedies and Process, below.
4. Depending on the nature, severity and instances of the misconduct, following actions can be taken:
 - 4.1. Informal Guidance by the Executive Council or Directorate
 - 4.2. Disciplinary procedures by the relevant parties outlined in the Chapter 4: 'Remedies & Process' of this section
 - 4.3. In case of minor misconduct, recourse to formal disciplinary procedures outlined in Chapter 4: 'Remedies & Process' of this section will normally only be taken once reasonable efforts have been made to remedy the difficulties through informal approach or guidance
 - 4.4. Multiple incidents of misconduct or acts of serious misconduct may lead to higher disciplinary action being taken

Chapter 4: Remedies & Process

This chapter outlines the remedies available and procedures of filing a complaint and passing a judgment for any misconduct complain by anyone in the society. The process included both formal and informal, internal and external approach. Each case may fall in to any of the three stages mentioned below.

1. Informal Action: In some cases of misconduct, if it is safe and the member feel able to approach the person in question to explain the conduct he/she found upsetting, offensive or unacceptable may ask

that person to refrain from that behavior. At no time should anyone feel obliged to approach an alleged harasser, and the society does not wish to suggest that students who feel that they have been harassed are responsible for rectifying the situation. It may often be appropriate to proceed directly to the formal procedures.

2. Formal Action Stage 1: In this stage, cases of minor misconduct can be reported directly to HR.
 - 2.1. The HR director will be the main point of contact and will be responsible to carry out the initial assessment, the investigation and then take appropriate action.
 - 2.2. Support will be provided to the complainant throughout the different stages of the process.
 - 2.3. The HR director should maintain the confidentiality of the process and seek the consent of the individual for the onward disclosure of relevant information to other parties including the accused.
 - 2.4. In meeting with the complainant, the following thing should be set out as clearly as possible:
 - a. The nature of the behaviour that the complainant is concerned about
 - b. The effect of this behaviour on the complainant
 - c. The resolution that the complainant is seeking.
 - d. Details of any witnesses or documentary evidence.
 - e. Any prior attempts at resolving the difficulty faced.
 - 2.5. The HR director will determine an appropriate outcome and communicate this to the student. The resolution that the complainant is seeking will be central to the decision making process. The outcome should be presented to the complainant within 3 working days of the initial meeting.
 - 2.6. The HR director will ensure that accuser confidentiality as decided by the accuser is not violated.
 - 2.7. The HR director will decide appropriate penalties for those found guilty of breaching accuser confidentiality. Some of these potential outcomes are detailed in 2.8 along with record-keeping rules in 2.10
 - 2.8. Outcomes of stage 1 action may include the following (The list is not exhaustive):
 - a. A formal warning
 - b. A temporary ban to indulge in society related activities
 - c. A requirement to provide an apology to those affected by the misconduct
 - d. A requirement to complete a reflective project
 - e. Informal guidance, mentoring by the HR director or an Executive Council Member
 - 2.9. If the HR Director requires guidance on appropriate outcomes, s/he may consult with VP Consulting & Talent Management. In such cases, the complainant will be notified that further consultation is required, and the outcome will be communicated to the student as soon as possible.
 - 2.10. A record of the outcome will be held by the HR and added in the evaluation of the society member, and this record will be checked in the event of further misconduct.
3. Formal Action Stage 2; Violation by Directorate or Team Member: In this stage, cases of major misconduct can be taken directly to the Executive Council (henceforth EC) in case of a violation by a team member, Project Head or directorate.
 - 3.1. The main point of contact will be the EC member approached by the complainant.
 - 3.2. The entire EC collectively will carry out the initial assessment, investigation and unanimously take an appropriate action.
 - 3.3. In meeting with the complainant, the following thing should be set out as clearly as possible:
 - a. The nature of the behaviour that the complainant is concerned about
 - b. The effect of this behaviour on the complainant
 - c. The resolution that the complainant is seeking.
 - d. Details of any witnesses or documentary evidence.
 - e. Any prior attempts at resolving the difficulty faced.

- 3.4. The accused may be called upon and given a fair chance to be heard given the complainant agrees to it.
 - 3.5. Mediation between the two parties can be arranged by the EC member given the complainant agrees to it.
 - 3.6. Support will be provided to the complainant throughout the different stages of the process.
 - 3.7. The EC should maintain the confidentiality of the process and seek the consent of the individual for the onward disclosure of relevant information to other parties including the accused.
 - 3.8. The EC will determine an appropriate outcome and communicate this to the complainant within 5 working days of the initial meeting. The resolution which the complainant is seeking will be central to the decision-making process.
 - 3.9. The EC will ensure that accuser confidentiality as decided by the accuser is not violated.
 - 3.10. The EC will decide appropriate penalties for those found guilty of breaching accuser confidentiality. Some of these potential outcomes are detailed in 3.11.
 - 3.11. Outcomes of stage 2 action may include the following (The list is not exhaustive):
 - a. Formal Warning
 - b. Suspension of Membership
 - c. Barring from holding office
 - d. Barring from future leadership positions
 - e. A temporary ban to indulge in society related activities
 - f. A requirement to provide an apology to those affected by the misconduct
 - 3.12. In cases where an Executive Council Member has any conflict of interest it is their duty to immediately disclose it and accordingly will be excluded from the decision making process. In exceptional cases where all members of the Executive Council may have a conflict of address the matter will be referred to the LCG Misconduct Tribunal formed in this section or taken to stage 3.
4. Formal Action Stage 2; Violation by Executive Council Member: Violation by Executive Council Member: In this stage, cases of major misconduct by an Executive Council Member will be dealt by the LCG Misconduct Tribunal which will be formed to carry out the formal procedures.
- 4.1. The LCG Misconduct Tribunal will be formed, consisting of 4 members with at least 50% of female representation. The members will include the HR director, any EC member approached by the complainant not having any conflict of interest, 2 other Directorate members not having any conflict of interest. The consent of the complainant will be taken before selecting the members of the tribunal.
 - 4.2. The entire tribunal will collectively carry out the initial assessment, investigation and take an appropriate action.
 - 4.3. In meeting with the complainant, the following thing should be set out as clearly as possible:
 - a. The nature of the behaviour that the complainant is concerned about
 - b. The effect of this behaviour on the complainant
 - c. The resolution that the complainant is seeking.
 - d. Details of any witnesses or documentary evidence.
 - e. Any prior attempts at resolving the difficulty faced.
 - 4.4. The accused EC member may be called upon and given a fair chance to be heard given the complainant agrees to it.
 - 4.5. Mediation between the two parties can be arranged by the EC member given the complainant agrees to it.
 - 4.6. Support will be provided to the complainant throughout the different stages of the process.

- 4.7. The tribunal should maintain the confidentiality of the process and seek the consent of the individual for the onward disclosure of relevant information to other parties including the accused.
- 4.8. The tribunal will determine an appropriate outcome and communicate this to the complainant within 5 working days of the initial meeting. The resolution sought by the complainant will be central to the decision-making process.
- 4.9. The tribunal will ensure that accuser confidentiality as decided by the accuser is not violated.
- 4.10. The tribunal will decide appropriate penalties for those found guilty of breaching accuser confidentiality. Some of these potential outcomes are detailed in 4.11
- 4.11. Outcomes of stage 2 action may include the following (The list is not exhaustive):
 - a. Formal Warning
 - b. Suspension of Membership
 - c. Barring from holding office
 - d. A temporary ban to indulge in society related activities
 - e. A requirement to provide an apology to those affected by the misconduct
5. Formal Action Stage 3: In the case of serious misconduct or conflict of interest arising in stage 2, external resolution will be carried out through the following ways:
 - 5.1. The Executive Council represented by the President or the LCG Misconduct Tribunal will take the matter to either the Patron or the Outgoing President or any other outgoing Executive Council Member as the case may be, present all the details of the case and will be responsible for carrying out the decision taken by the Patron or the Outgoing Executive Council Member.
 - 5.2. In case of criminal offence or serious breach of misconduct, the above stated procedures may not be enough, and the matter can directly be taken to the Office of Student Affairs for strict disciplinary action with the consent of the complainant.
 - 5.3. The EC will ensure that accuser confidentiality as decided by the accuser is not violated.
 - 5.4. The EC will decide appropriate penalties for those found guilty of breaching accuser confidentiality. Some of these potential outcomes are detailed in 5.5.
 - 5.5. Outcomes of stage 3 action may include the following (The list is not exhaustive):
 - a. Formal Warning
 - b. Suspension of Membership
 - c. Barring from holding office
 - d. Expulsion from the Society
 - e. Disciplinary action by the OSA
6. Appeal: Appeal will be admissible for a disciplinary action taken under stage 2 and 3 on the following grounds:
 - a. New evidence exists of which the party in charge of making the decision was not aware when the original disciplinary decision was taken and which could not reasonably have been disclosed by the student
 - b. Evidence exists of a material procedural error or irregularity taking place during the disciplinary process.
 - c. There was any bias or perception of bias in the decision-making process.
- 6.1. There are two options available in case of appeal:
 - I. Taking the appeal to the people involved in making the final decision for review.
 - II. Requesting a 'Review Panel' to be created consisting of one outgoing executive council member and one director with at least one female representation. The members cannot be anyone who has already been involved in the decision making process in any of the stages.

