



university of victoria
students' society

Human Resource Management Policy

Adopted March 14, 2016

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Anti-harassment Policy

Adopted September 8th, 2014

PART 1: DIRECTORS & EXCLUDED EMPLOYEES

Policy Statement

The University of Victoria Students' Society (UVSS) is committed to fostering a harassment-free workplace where all directors and excluded employees are treated with respect and dignity.

The Canadian Human Rights Act protects individuals from harassment based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Harassment at the UVSS is not tolerated. Individuals who are found to have harassed another individual may be subject to disciplinary action. This includes any individual who: interferes with the resolution of a harassment complaint; retaliates against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.

Application

This policy applies to all directors and excluded employees of the UVSS.

This policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and on business trips.

Definitions

Harassment is:

- *offending or humiliating someone physically or verbally;*
- *threatening or intimidating someone; or*
- *making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.*

Sexual harassment is:

- *offensive or humiliating behaviour that is related to a person's sex;*
- *behaviour of a sexual nature that creates an intimidating, unwelcome, hostile or offensive work environment; or*
- *behaviour of a sexual nature that could reasonably be thought to put sexual conditions on a person's job or employment opportunities.*

Responsibilities and Expectations

The University of Victoria Students' Society is responsible for:

- *providing all directors and excluded employees a harassment-free workplace.*

The Board of Directors is responsible for:

- *ensuring that this policy is applied in a timely, consistent and confidential manner;*
- *determining whether or not allegations of harassment are substantiated; and*
- *determining what corrective action is appropriate where a harassment complaint has been substantiated.*

The Board of Directors is responsible for:

- *the administration of this policy;*
- *reviewing this policy annually, or as required; and*
- *making necessary adjustments to ensure that this policy meets the needs of the organization.*

The Board of Directors is responsible for:

- *fostering a harassment-free work environment and setting an example about appropriate workplace behaviour;*
- *communicating the process for investigating and resolving harassment complaints made by directors and excluded employees;*
- *dealing with harassment situations immediately upon becoming aware of them, whether or not a harassment complaint has been made;*
- *taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint, when appropriate; and*
- *ensuring harassment situations are dealt with in a sensitive and confidential manner.*

Directors and excluded employees are responsible for:

- *treating others with respect in the workplace;*
- *reporting harassment to Campus Security*
- *cooperating with a harassment investigation and respecting the confidentiality related to the investigation process;*

Directors and excluded employees can expect:

- *to be treated with respect in the workplace;*
- *that reported harassment will be dealt with in a timely, confidential and effective manner;*
- *to have their rights to a fair process and to confidentiality respected during a harassment investigation; and*
- *to be protected against retaliation for reporting harassment or cooperating with a harassment investigation.*

Procedures for Addressing a Harassment Complaint

Filing a Complaint

A director or excluded employee may file a harassment complaint by contacting Campus Security. The complaint may be verbal or in writing. If the complaint is made verbally, Campus Security will record the details provided by the director or excluded employee.

The director or excluded employee should be prepared to provide details such as what happened; when it happened; where it happened; how often and who else was present (if applicable).

Complaints should be made as soon as possible but no later than within one year of the last incident of perceived harassment, unless there are circumstances that prevented the director or excluded employee from doing so.

Campus Security may choose to tell the person that the harassment complaint has been made against, in writing, that a harassment complaint has been filed. The letter will also provide details of the allegations that have been made against him or her.

Every effort will be made to resolve harassment complaints within 30 days. Campus Security will advise both parties of the reasons why, if this is not possible.

If either party to a harassment complaint believes that the complaint is not being handled in accordance with this policy, he or she should contact the UVSS Personnel Committee.

Mediation

Wherever appropriate and possible, the parties to the harassment complaint will be offered mediation prior to proceeding with a harassment investigation.

Mediation is voluntary and confidential. It is intended to assist the parties to arrive at a mutually acceptable resolution to the harassment complaint.

The mediator will be a neutral person, agreed upon by both parties. The mediator will not be involved in investigating the complaint.

Each party to the complaint has the right to be accompanied and assisted during mediation sessions by a person of their choosing.

Investigation

If mediation is inappropriate or does not resolve the issue, a harassment investigation will be conducted. All investigations will be handled by an individual who has the necessary training and experience and who is a neutral third party with no perceived connection to the UVSS.

The investigator will interview the person who made the complaint, the person the complaint was made against and any witnesses that have been identified. All people who are interviewed will have the right to review their statement, as recorded by the investigator, to ensure its accuracy.

The investigator will prepare a report that will include:

- a description of the allegations;*
- the response of the person the complaint was made against;*
- a summary of information learned from witnesses (if applicable); and*
- a decision about whether, on a balance of probabilities, harassment did occur.*

This report will be submitted to the Board of Directors. Both parties to the complaint will be given a copy.

Substantiated Complaint

If a harassment complaint is substantiated, the Board of Directors will decide what action is appropriate.

Remedies for the director or excluded employee who was harassed may include: an oral or written apology; compensation for lost wages; compensation for any lost employment benefits such as sick leave; and compensation for hurt feelings.

Corrective action for the individual found to have engaged in harassment may include: a reprimand; a suspension; a transfer; a demotion; and/or dismissal.

Both parties to the complaint will be advised, in writing, of the decision.

Other Redress

An director or excluded employee who is not satisfied with the outcome of the harassment complaint process may file a discrimination complaint with the Canadian Human Rights Commission.

Privacy and Confidentiality

All parties to a harassment complaint are expected to respect the privacy and confidentiality of all other parties involved and to limit the discussion of a harassment complaint to those that need to know.

The Board of Directors and all individuals involved in the harassment complaint process, will comply with all requirements of applicable privacy laws to protect personal information.

Review

The Board of Directors will review this policy and procedures on an annual basis, or as required, and will make necessary adjustments to ensure that it meets the needs of all employees.

Enquiries

Enquiries about this policy and related procedures can be made to the UVSS Research and Communications Coordinator.

Disability Policy

Adopted August 18, 2015

PART 1: PURPOSE AND APPLICATION

1. Statement of Commitment

The University of Victoria Students' Society (The Society) is committed to the principles of the UN Convention on the Rights of Persons with Disabilities, including the principle of accessibility. In accordance with the Convention, the Society recognizes that persons with disabilities have rights to:

- * full and equal participation in cultural life;
- * full and equal participation in recreation and leisure;
- * full and equal access to education;
- * full and equal access to work and employment;
- * full and equal participation in public and political life;
- * be included in the community with the same choices as others;
- * seek, receive, and impart information on an equal basis with others; and
- * privacy.

Therefore, the Society accepts that it has a responsibility to ensure that all of its programs and services are fully accessible to all persons, regardless of impairment. The Society's responsibility includes the responsibility to ensure that all goods, services, buildings, structures, premises, programs, projects, events, meetings, and communications are accessible. To meet this obligation, the Society will develop an accessibility plan that will establish goals towards improving accessibility.

2. Principles

The Society's policies on accessibility are guided by the principles of dignity, independence, accessibility, and equal opportunity.

Dignity - Dignity means providing services so that persons with disabilities maintain their self-respect and the respect of other people. Communication with persons with disabilities shall be done in a respectful manner which takes into account their disability and maintains their dignity. Respect for dignity includes minimizing the stigmatization of persons due to their disabilities and refraining from using communications that deploy ableist terms (terms that discriminate in favour of able-bodied people) to describe persons with a disability and their ability to contribute and participate in the Society's activities.

Independence – Independence means ensuring that people are able to do things on their own without unnecessary help, or interference from others.

Accessibility - Accessibility means providing service in a way that allows the person with a disability to benefit from the same services, in the same place and in the same or similar way as others.

Equal Opportunity - Equal opportunity means having the same chances, options, benefits and results as others. In the case of services, it means that persons with disabilities shall have the same opportunity as others to benefit from the way you provide goods or services.

3. Scope

This policy shall apply, in its entirety, to the Society's staff, volunteers, contractors, visitors, and guests.

The full definition of disability, as stated by the provincial government, is:

- a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- b) a condition of mental impairment or a development disability;
- c) a learning disability, or dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- d) a mental health condition; or
- e) an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

4. Training

The Society shall provide mandatory anti-oppression training on the topic of ableism to staff and directors, as required by Board of Directors Policy.

Training shall include the following:

- An understanding of ableism and stigmatization of persons with a disability; and
- How to interact and communicate with people with various types of disabilities with an understanding of ableism and stigma; and
- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person.

5. Hiring

The UVSS and the Union hereby recognize and support employment equity programs. The parties agree to cooperate in the identification and removal of systemic barriers in the selection, hiring, training and promotion of persons with disabilities. In addition, the parties agree to cooperate in the identification and implementation of steps to improve the opportunities, employment status and participation rates of this group. It is understood that none of these actions will be at variance with the Collective Agreement unless mutually agreed upon between the parties.

6. Harassment

The Society shall identify the following as harassment within its anti-harassment policies:

- The stigmatization of persons with disabilities; and
- Ableism (discrimination in favour of able-bodied people).

7. Feedback Process

The Society is committed to providing high quality goods and services to all members of the public it serves. Feedback is welcomed as it may identify areas that require change and encourage continuous service improvements. Therefore, the Society shall regularly solicit feedback concerning disability-related issues as they relate to goods and services provided by the Society.

8. Policy Review and Renewal

The Society is committed to developing service policies that respect and promote the dignity and participation of people with disabilities. Therefore, no changes will be made to this policy before considering the impact on people with disabilities, including consultation with the Society's current official constituency organization for students with a disability.

Any policy of the Society that does not respect and promote the dignity and participation of people with disabilities shall be modified or removed.

PART 2: SERVICE

1. Purpose

The intent of this policy is to enable persons with disabilities to access the range of goods and services offered by the Society within the Student Union Building and wherever else these goods and services are provided.

Persons with disabilities are permitted to use their own personal supports to access goods and services offered by the Society. Personal supports include personal assistive devices, service animals, and support persons.

2. Communication

The Society shall strive to communicate with persons with disabilities in ways that take into account their disability. This means that the Society will communicate in ways that enable persons with disabilities to communicate effectively for the purposes of using, receiving, and requesting the Society's goods, services, and facilities.

The Society shall fund a minimum of 100% of costs for the provision of accessible formats and communication supports for persons with disabilities for all Society meetings, such as but not limited to General Meetings, Board of Directors meetings, club and course union meetings, and speaking events. The Society requires a minimum of two [2] weeks notice to provide this support. If shorter notice is given, all reasonable efforts will be made to provide necessary supports. A line item in the UVSS annual budget shall be created for this purpose.

3. Assistive Devices

Persons with disabilities are permitted to use personal assistive devices to access goods and services offered by The Society.

An assistive device is any device that is used, designed, made, or adapted to assist a person in performing a particular task. Assistive devices enable persons with disabilities to do everyday tasks such as moving, communicating, reading, or lifting.

Examples of assistive devices include, but are not limited to the following:

- Wheelchairs
- Canes
- Walkers
- Assistive listening devices (FM systems)
- Laptops with screen-reading software or communicating capabilities
- Smart phones (i.e. wireless handheld devices)
- Hearing aids

- Global positioning system (GPS) devices
- Digital audio players
- Teletypewriters (TTY)
- Portable oxygen tanks
- Personal digital assistants
- Communication devices, such as voice-output systems or pictures/symbols

The Society allows assistive devices to be permitted in all areas of the Student Union Building to which students, staff, faculty, and the public normally have access.

4. Accessible Food Services

The Society is committed to providing safe and accessible food options for persons who have specific food-related health conditions and disabilities.

5. Service Animals

Persons with disabilities are permitted to use licensed service animals to access goods and services offered by the Society.

A licensed service animal is any guide dog or animal individually trained by a professional service animal training organization to assist a person with a disability. An animal is a service animal if it is readily apparent that it is being used by a person for reasons relating to her or his disability - or if the person has a letter from a physician verifying that the animal is required for reasons relating to her or his disability. Licensed service animals include licensed emotional support service animals.

Licensed service animals are permitted in all areas of the Student Union Building premises to which students, staff, faculty, and the public normally have access.

There are a few exceptions where a service animal would be excluded by law:

The Health Protection and Promotion Act (1990) does not allow animals in places where food is manufactured, prepared, processed, handled, served, displayed, stored, sold or offered for sale. Therefore, a sign should be placed in food handling areas notifying persons that service animals are not permitted.

However, the Health Protection and Promotion Act does contain specific exemptions for licensed service dogs only, allowing them to accompany their owners into areas where food is normally served, sold or offered for sale.

Should municipal by-laws restrict certain breeds of animals or dogs from the municipality and these by-laws apply even if the animal is acting as a service animal. In unique situations where the presence of the animal presents a significant risk for another person (e.g. severe allergies), the Society is required to meet the needs of both persons in these situations and must devise an accommodation plan that enables both persons to access services and goods accordingly.

6. Support Persons

Persons with disabilities are permitted to use support persons to access goods and services offered by the Society. When a support person accompanies a person with a disability to an event hosted by the Society for which there is an admission fee, the support person will not be charged admission.

A support person is someone either hired or chosen to help a person with a disability. A support person can be a personal support worker, volunteer, family member, spouse, or friend of the person with the disability. The Society believes that a support person, in some cases, does not necessarily need to have special training or qualifications.

Support persons may provide one or more types of assistance.

- Transportation
- Job coaching
- Guiding a person with a vision loss
- Adaptive communication (e.g., Intervener for someone who is deaf/blind)
- Interpretation (e.g., ASL/English interpreter, LSQ/French interpreter)
- Note-taking, scribe or reading services (usually coordinated by disability or library services offices)
- Personal care assistance including emotional support
- Support persons in the event of a seizure (e.g., protect from falls)
- Interpret and speak on behalf of someone with a speech disability

Excluded Personnel Policy

Amended March 21, 2016

PART 1: ADMINISTRATION & MANAGEMENT PHILOSOPHY

Preamble

The UVSS is a values-based, mission driven non-profit social enterprise that is founded on the principle of equity and exists for the purpose of advancing the interests of students. The Society's core principles, values, vision, and mission are outlined in the current UVSS Strategic Plan. Excluded personnel shall ensure that the core principles and progressive values of the UVSS outlined in the current strategic plan are observed and enacted in all aspects of the Society's operations – including its policies and procedures, program development, community relations, human resource management, and strategic planning.

Excluded personnel shall facilitate cooperation among students by overseeing the operation of services and businesses which supplement the learning experience, provide for human needs, and which develop a sense of community between students and with other members of society.

The financial independence, self-sustainability and social mission of the Society's business units is dependent on excluded personnel fostering a culture of innovation, creativity and teamwork among department managers and all unionized staff in order to increase the value of these business units to students.

The performance of excluded personnel is critical to the Society fulfilling its current mission. Because the individuals in these roles directly influence the Society's success and financial health, the Board shall set standards and objectively and fairly evaluate the performance of its excluded personnel against these standards.

The Society shall seek to recruit, hire, and retain excluded personnel who possess strong skill sets in leadership, community and team building, business management, strategic thinking, and vision. Utilizing this skill set, excluded personnel shall support the Board of Directors in pushing the Society towards being a recognized leader in the non-profit sector.

1. The following personnel are considered excluded personnel:
 - a. General Manager
 - b. Executive Director

ADOPTED BOD 2002/12/19
AMENDED BOD 2003/01/09
AMENDED BOD 2012/04/16
AMENDED BOD 2015/04/20
AMENDED BOD 2015/08/24

PART 2: COMPENSATION & BENEFITS

1. Compensation

Preamble

The Society is committed to establishing and maintaining competitive salaries for excluded personnel, reflective of current market conditions. Salary ranges shall be determined by

comparing to similar positions in the non-profit sector and the marketplace, as determined by survey data provided by an independent compensation analyst.

As a values-based organisation founded on the principle of equity, the Society is committed to an equitable compensation system that is inclusive of its excluded *and* unionized employees. The Society supports pay fairness from the lowest student classification to the General Manager and Executive Director. The Society does not support a system of compensation where there is clear inequity between the lowest paid employee and the highest paid employee.

a. Salary Increases

In keeping with the values of equitable compensation and workplace fairness, the Society may provide salary increases to excluded managers within a fiscal year which are reflective of and shall not exceed the increase in the current cost of living allowance (COLA).

Additional corrective adjustments to salaries can be made if there is a justifiable market correction required that is supported by survey data provided by an independent compensation analyst. Corrective adjustments to excluded personnel salaries must be supported by a majority vote of the Board. The magnitude of the percentage increase shall be reflective of the manager's performance review. For example, in the case of an exceptional review, the Personnel Committee may consider a percentage increase that brings the individual to a salary leading the market. In the case of a performance review indicating underperformance, additional funding should be allotted to professional development instead of being allocated to a market adjustment salary increase.

In exceptional circumstances, where an excluded manager's existing job duties are altered or the volume of work increased at the request of the Board of Directors, additional compensation may be awarded, but must be supported by a two-thirds majority vote at board meeting with a minimum quorum of 14 directors. The chair of Personnel Committee is responsible for bringing forward these requests.

b. Bonuses

The Society does not support the practice of incentivizing staff through regular/annual performance or retention bonuses. In the non-profit sector, bonuses can be counter-productive – the best practice of reward is through fair compensation. Retention of excluded personnel will be achieved through competitive compensation and benefits; flexibility; and a progressive workplace environment.

The Society does not support bonuses for the following reasons:

- The Society is a non-profit social enterprise. Under the social enterprise model, the purpose of profits from business units is to be funnelled back into services and resources for students.
- Revenue development to achieve financial success is a team effort, involving *all* staff and board members. If excluded personnel are rewarded for dollars raised or dollars made, staff and directors are likely to react negatively when excluded personnel get what is essentially “a piece of the action.”
- The drive to attain short-term and possibly less substantive outcomes can undermine more meaningful purposes if that's where the reward lies.
- Excluded personnel who lead non-profits are driven by a great extent by the mission and values of the Society – not the money. Bonuses have the potential to degrade the drive that is fuelled by passion.

2. Benefits

Preamble

The Society is committed to establishing and maintaining a competitive benefits package for excluded personnel, reflective of current market conditions. Benefits shall be determined by comparing to similar positions in the non-profit sector and the marketplace, as determined by survey data provided by an independent compensation analyst.

In keeping with the Society's stated intent to support fairness in compensation for all of its employees, the benefits package for excluded employees shall be comparable to benefits provided to permanent employees. Where a considerable disparity exists, the Personnel Committee shall develop a long-term multi-year strategy to align the benefits of both these groups, within reason and within the financial limitations of the Society.

- a. Excluded personnel shall receive the following benefits:
 - i. Extended health benefits
 - ii. Dental plan
 - iii. Group life insurance plan
 - iv. Long-term disability plan
 - v. UVIC Pension Plan

All benefits provided to excluded employees shall be recorded in this policy. The Society shall not provide benefits that are not recorded in this policy and are not explicitly recorded in the Society's budget or audited financial statements.

ADOPTED BOD 1990/04/09
AMENDED BOD 2015/04/20

PART 3: VACATION ENTITLEMENT & OFFICE HOLIDAYS

1. Excluded Personnel

- a. Excluded personnel shall be entitled to 20 working days vacation upon being hired. This shall increase by 1 working day per year of continuous service to a maximum of 31 working days. The entitlement shall be prorated when service is less than full-time.
- b. Excluded personnel may carry over a maximum of 10 unused vacation days at the end of the calendar year. Excluded personnel cannot be paid out for unused vacation days.
- c. When an excluded employee is on vacation and a paid general holiday occurs during that period, the holiday shall not count as a day of vacation.
- d. It is the responsibility of the Personnel Committee to ensure that excluded employees have the opportunity to take their basic vacation entitlement annually. The Personnel Committee shall ensure that vacation is scheduled consistent with work requirements, and whenever possible in response to an excluded employee's preferences for vacation periods.
- e. In the event of termination, vacation entitlement shall be calculated up to the final date of employment. The Personnel Committee shall determine whether any unused entitlement is granted as vacation days prior to the termination date or granted as pay in lieu. Where vacation used exceeds vacation entitlement on the date of termination, the employee shall pay back the value of the excess days.

- f. The Personnel Committee shall keep records of actual vacation days used by excluded employees, along with the dates of commencement and completion.
- g. Excluded employees shall be entitled to office holidays as observed in the Collective Agreement.
- h. After two [2] years of service, excluded employees shall receive bi-weekly flex days. Excluded managers shall not take flex days on the same day.
- i. Excluded personnel should ensure that vacation does not overlap in a way that would substantially interfere with the normal functions of the University of Victoria Students' Society.

ADOPTED BOD 1990/04/09

AMENDED BOD 2015/04/20

AMENDED BOD 2015/08/24

PART 4: LEAVE

1. Excluded Personnel Parental Leave

- a. For excluded personnel who are pregnant, or whose partner is pregnant, or who legally adopt a child, the society shall grant parental leave. A minimum of four (4) weeks notice is required by the society for parental leave to be granted. The length of leave shall be consistent with government legislation.
- b. The Society shall grant excluded personnel twenty percent (20%) of their pay for up to seventeen (17) weeks during parental leave.

ADOPTED BOD 1990/04/09

AMENDED BOD 2004/04/20

2. Excluded Personnel Bereavement Leave

- a. An employee shall be granted up to 5 days paid bereavement leave when deemed necessary.

ADOPTED BOD 1990/04/09

AMENDED BOD 2015/04/20

3. Excluded Personnel Sick Leave

- a. Excluded personnel shall be granted paid leave when unable to work due to illness to a maximum of 24 days per year.
- b. If an employee's inability to perform her or his duties due to illness extends beyond one week the matter shall be referred to the Personnel Committee and upon that committee's approval, shall grant leave of absence with pay for up to one month.
- c. If the illness continues beyond the initial leave of one month then the leave of absence with pay shall be extended as required, by the Personnel Committee, for an additional period or periods not exceeding three months.
- d. If at the end of four months' absence because of illness, the employee's physician considers recovery from illness not likely within a further two months, application shall be made for the disability insurance benefit to commence in the normal manner after six months' sick leave.
- e. If the employee is still absent because of illness after six months, and the disability benefits have been approved, the Personnel Committee shall post the position in question as a temporary employment position.
- f. Probationary excluded personnel shall be entitled to sick leave at the rate of 2 days per month for full-time service.

4. Excluded Personnel Leave of Absence Without Pay

- a. Excluded personnel may apply for and may, in certain circumstances, be granted leave of absence without pay. Such leave of absence is not granted automatically.
- b. Applications for leave of absence greater than one month must be made in writing to the Personnel Committee stating both the reason for the requested leave and its duration.
- c. Leave of absence without pay will be granted only if, in the opinion of the Personnel Committee, such absence would not substantially interfere with the normal functions of the University of Victoria Students' Society.
- d. Requests for leave without pay will not normally be granted when the employee has unused vacation entitlement.
- e. During a period of approved leave of absence without pay, an employee may continue any or all of his/her Society benefits by assuming the total cost thereof. Contributions may be paid in advance or on the normal monthly basis.

ADOPTED BOD 1990/04/09

PART 5: PROFESSIONAL DEVELOPMENT

1. The University of Victoria Students' Society recognises its responsibility for providing excluded employees with regular opportunities to upgrade relevant skills through professional development.

All professional development activities which involve either time taken from regular work hours or an expense to the Society, must be approved by the Personnel Committee in advance.

- a. For each excluded employee, \$2,000 per year shall be allocated for professional development, which would include but not be limited to seminars, workshops, conferences, retreats, and courses. Personnel Committee agrees to review and evaluate all requests for professional development when the cost would exceed the budgeted amount.
- b. Travel expenses, accommodation and per diems shall not be charged against an excluded employee's annual professional development allocation.
- c. Excluded employees must spend at least 35 hours on professional development per year.

ADOPTED BOD 1990/04/09
AMENDED BOD 2015/04/20

PART 6: TRAVEL EXPENSES

1. Excluded Personnel Travel Expenses

- a. The Society will compensate employees other than those paid by commission for reasonable travel expenses incurred in the conduct of approved Society business.
- b. The Society shall pay excluded employees per diems when working outside the Capital Region and shall include travel days. The amount paid shall be \$30.00 per day when meals are provided and \$60.00 per day when meals are not provided.

- c. Employees may request a travel advance. If actual expenses are less than the advance, the employee must promptly pay the difference to the Society.
- d. The use of a private automobile on Society business is to be reimbursed at a rate consistent with the collective agreement for unionized staff. Transportation costs claimed should represent no more expense than that required travelling by the most direct route and the cheapest public transport practical.

ADOPTED BOD 2004/04/20
AMENDED BOD 2015/04/20

PART 7: EVALUATION

1. Purpose of the Performance Review Process

The performance review process gives both the Board and the excluded managers the opportunity to review the excluded managers' agreed-upon goals and outcomes for the past year and to set goals and objectives for the coming year. It provides a mechanism for discussing opportunities for improving performance and achieving the Society's goals and objectives.

Excluded managers play a significant leadership role as the Board's agents and the Society's success is linked directly to how excluded managers are performing their jobs. Evaluating excluded managers is an integral component of the Board's responsibilities.

2. Responsibility & Training

- a. The Personnel Committee, under the leadership of the Director of Finance and Operations, shall be responsible for conducting an ongoing annual performance review for the General Manager and the Executive Director.
- b. All directors and SUB staff may submit information to the individual or group responsible for a position's evaluation at any time.
- c. Members of the Personnel Committee shall be given training from an external professional within six weeks of being elected to the committee at the commencement of the board term. This training shall be in performance evaluation and the effective management of non-profit executive directors (re: excluded personnel - not elected student directors).

3. Process & Timeline

- a. Excluded personnel shall receive an annual performance review for the period of May 1 to April 30 of the following year. This shall be a full 360 review which shall collect feedback and input from all directors, staff, and stakeholders. The annual performance review process shall commence no later than July 1.
- b. The internal review process shall follow the processes outlined in the UVSS Performance Program for Excluded Management.
- c. The Personnel Committee shall meet monthly with excluded managers to ensure that their performance is aligned with their job descriptions, the strategic plan, and the priorities of the current Board.
- d. The Personnel Committee shall give a report on excluded managers' performance to the Board of Directors on a semesterly basis. Ideally these reports shall be given at the first board meetings in September and December;

with a final summary review to be presented to the Board no later than the first board meeting in April.

- e. The General Manager and Executive Director shall give a detailed verbal report on the finances and operations of the Society to the Board of Directors on a semesterly basis. Ideally these reports shall coincide with the Personnel Committee's semesterly performance reports to the Board.
- f. Every three years, an external performance and compensation review of excluded personnel shall be conducted. This shall be a full 360 review which shall collect feedback and input from all directors, staff, and stakeholders. External reviews must begin no later than January 15.

2. Relationship to the Strategic Plan

The performance review process shall be linked directly to the Society's strategic plan and, in particular, the goals and measurable objectives for the planning period. Specific goals or key result areas shall be identified at the Society's annual board orientation. These goals/result areas should be based on those set out in the strategic plan. The performance review will focus on achievement in these areas, rather than just day-to-day operational matters and the job description.

3. Appraisal

Since the success of the organization is often largely related to the successful performance of the excluded managers in implementing the Society's goals and objectives, it is important to obtain input from a variety of key stakeholders. Therefore, a 360° performance review approach shall be used, whereby input is sought and received from the Board, the excluded managers' direct reports (department managers, board staff, etc.), and a self-assessment prepared by the excluded managers. All input shall be treated with the utmost confidentiality. Although it can be time-consuming, the 360° performance review approach is invaluable as a way of identifying both areas for improvement and strong performance.

4. Overcoming Bias/Personality Conflict

The criteria for evaluating excluded managers shall be agreed upon in advance, and shall be based on achieving the Society's goals and objectives. Criteria shall be objective and measurable. By doing this, it removes much of the danger of blatant subjectivity, personal bias or personality conflicts from entering into the process, as the focus is on organizational goals and measurable outcomes, rather than individual characteristics.

5. Mutual Goal Setting

The excluded managers' performance reviews shall be linked to the Society's strategic plan, and in particular, its objectives and strategic priorities in the annual business plan(s). Specific performance goals for an excluded manager shall be negotiated at the beginning of each evaluation period between the excluded manager and the Personnel Committee. This shall be put in writing and signed by both parties. Goals can either be very specific with numerical targets, or more general, depending on the type of goals being discussed and the organization itself. Performance goals for an excluded manager shall not be determined by the Personnel Committee without the excluded manager's agreement.

6. Addressing Performance Issues in a Positive Fashion

If any performance issues arise in the course of the performance review process, care shall be taken by both the excluded manager and the Personnel Committee to discuss these in a constructive,

positive, solution-focused manner. Receiving negative feedback is difficult for all employees, regardless of their level within an organization; the person or persons giving feedback on performance problems should always try to keep the balance in being helpful and ego-enhancing. The language used is important, and care must be taken to ensure that what is said is constructive and helpful.

7. Corrective Action

Both the Board and the excluded managers invest a great deal of effort, energy and emotion into the employment relationship. All human beings fall short at some point, and rather than terminating the relationship, there is considerable wisdom and fairness in trying to better the situation through corrective action. If an excluded manager's performance is seriously deficient, the Personnel Committee shall develop an action plan with that excluded manager to turn the situation around. The action plan will identify specific steps, such as additional training; expected outcomes; the improvement in performance is defined in measurable terms, and the timeframe to achieve the improvement (e.g., the result must be reached within six months, at which time another review will occur in the specific area).

The Board shall also be mindful of its legal responsibilities. In most situations, employees must be informed of how their performance is deficient, the expectations of the employer, and given reasonable time to remedy the situation. The only exceptions are where the conduct of an excluded manager is so egregious that immediate termination is legally justified (e.g., proven theft of property or sexual harassment of staff). When in doubt, the Director of Finance and Operations shall consult qualified legal counsel with knowledge of current employment law.

ADOPTED BOD 2002/12/19
AMENDED BOD 2003/01/09
AMENDED BOD 2015/04/20
AMENDED BOD 2015/08/24

PART 8: EXECUTIVE DIRECTOR: SUMMARY OF DUTIES & JOB DESCRIPTION

1. Executive Director - Summary of Duties

- Strategic planning
- Collaborate with the General Manager to ensure that the social enterprise (business units) supports and promotes the social mission of the non-profit society
- Marketing planning and Communication strategies oversight of anything related to the Board of Directors and UVSS services.
- Proactively avoid legal issues when possible, communicate progress and make recommendations regarding on-going legal actions
- Oversee cost centres and services including: General Office, Information Booth, Students' Society Centre (Board of Directors staff), Accounting, Food Bank, Graphic Design Department, tenants, advocacy groups, affiliated organizations.
- Insurance and risk analysis
- SUB management plans
- Contract negotiations relating to cost centres and tenants
- Human resource management and administration including: HR policy development, employee benefits and control of personnel files
- Board-Staff relations, in collaboration with the General Manager
- Legal, privacy, and financial compliance of the UVSS
- Develop operational and financial policies, in collaboration with the General Manager
- University Relations, in collaboration with the General Manager

EXECUTIVE DIRECTOR JOB DESCRIPTION

JOB PURPOSE:

In accordance with the Society's mission, vision and values, in addition to the strategic direction set by the Board of Directors, the Executive Director is responsible for the successful and engaged leadership and management of the Society, in cooperation with the General Manager.

ORGANIZATIONAL RELATIONSHIPS

1. Reports and is responsible to the Board of Directors through the Personnel Committee.
2. Provides leadership and management of staff in the General Office, Students' Society Centre (Board of Directors Staff), Information Booth, Accounting, Graphics Design Department, advocacy groups, and affiliated organizations.
3. Assumes overall administrative responsibility for the Society's cost centres and services.
4. Management of the Society's tenants, overseeing contract negotiation and organizational issues.

DUTIES:

Leadership & Governance

1. Participate annually with the Board of Directors in developing a vision and strategic plan to guide the Society.
2. Ensure that the goals of the strategic plan are continually being executed and reviewed.
3. Increase and develop the effectiveness of UVSS services.
4. Provide organizational leadership on behalf of the Board of Directors.
5. Identify, assess, and inform the Board of Directors of internal and external issues that affect the Society.
6. Act as a professional advisor to the Board of Director on all aspects of the Society's activities.
7. With the structure and budget constraints in mind, and in line with the Strategic Plan, empower and enable the Board of Directors to operationally govern, administrate and enact on the Society's vision.
8. Attend Board meetings, and serve as ex-officio member of Executive Committee, Finance and Operations Committee, Personnel Committee, Policy Development Committee, Campaigns Committee, Membership Outreach and Engagement Committee, Advocacy Council, SUB Occupants, Electoral Committee, Health and Dental Plan Appeals, U-PASS Appeals, Ombudsperson Committee, Marketing Planning & Advisory Group (MPAG), SUB Renovations Committee, Co-chairs Health and Safety Committee.
9. Administer the logistics and hiring of staff for UVSS Elections.

Human Resource Planning & Management

1. Lead and provide expertise, advice and direction on all human resource matters, notably collective agreements, policies, occupational health & safety, employment standards legislation, WCB requirements, staff benefits and insurance, grievance processes, etc.
2. Establish and maintain an HR infrastructure that ensures a positive, respectful, healthy and safe environment for all staff and stakeholders.
3. Foster engaged collaboration and communication between management, directors, and staff, particularly in reference to the strategic plan.
4. Ensure all cost centre, service, advocacy group, and affiliated organization staff are given an orientation and receive adequate direction, training, supervision, and evaluation.
5. Coach and mentor staff, foster professional development and manage conflict resolution efforts when necessary.
6. Track use of employee leave entitlements and maintain confidential personnel files.
7. Manage overall performance management, including hiring of unionized staff.

Financial Planning & Management

1. Ensure proper financial controls, processes and reporting in UVSS cost centres, services, advocacy groups, and affiliated organizations.

2. Participate in development of operational and financial policies with Policy Development Committee.
3. Develop SUB management plans.
4. Collaborate with the General Manager to develop annual financial statements for audit and ensure the successful conclusion of an unqualified annual audit.
5. Collaborate with the General Manager to provide regular financial analyses, projections and reporting to the Board of Directors, Executive Committee, and Finance and Operations Committee.
6. Collaborate with the General Manager to oversee cash, inventory, and reporting controls in services.
7. Negotiate major contracts relating to services and tenants.
8. Supervise the delivery and negotiate any changes to the Student Health Plan, serving as the primary resource to the Appeals Committee and applicable UVic officials. Troubleshoot problems regarding plan administration with the Director of Finance and Operations and the plan providers.
9. Collaborate with the General Manager to support the development of the Society's annual budget. Ensure costs or surpluses are within budget, except where prior approval of Finance and Operations Committee or the Board is obtained.
10. Ensure staff consult fully with Finance and Operations Committee for Board capital expenditures for UVSS services including producing business cases for new initiatives.
11. Serve as a signing authority for the Society.
12. Administer Janitorial Utilities Maintenance (JUM) charges for affiliated groups, services and tenants.

Community Relations & Advocacy

1. Collaborate with advocacy groups and affiliated organizations to further their values and objectives.
2. Provide strategic advice to the Board of Directors on advocacy initiatives and campaigns.
3. Actively participate in the planning and execution of campaigns related to post-secondary funding and public transit.
4. Ensure that the Society has high-quality media relations and lobbying strategies.
5. Communicate with stakeholders to keep them informed of the work of the Society and to identify changes in the community served by the Society.
6. Establish good working relationships and collaborative arrangements with community groups, politicians, and other organizations to help achieve the goals of the organization.
7. Establish and maintain a positive, productive relationship for the Society with the UVic executive and with key UVic departments (including Student Affairs, Food Services, Corporate Affairs, Development Office, Housing and Conference Services).
8. Maintain and foster joint or 'partnership' initiatives with UVic that support UVSS objectives.
9. Manage the Graphic Design Department to ensure that marketing, communications, branding, and digital services of the Board of Directors are creative, innovative, relevant, and high quality.

Legal Affairs & Risk Management

1. Ensure that the legal obligations of the Society are fulfilled and any litigation involving the Society is handled responsibly, in collaboration with the Executive Committee.
2. Oversee insurance and risk management aspects of the UVSS.
3. Hold responsibility for the security and integrity of facilities and other assets.
4. Ensure that personnel, client, and volunteer files are securely stored and privacy/confidentiality is maintained.

Other

1. Set personal performance objectives and priorities with the Personnel Committee that support the Strategic Plan.
2. Administer tenant and occupant agreements and be the main liaison with these groups.
3. Collaborate with the General Manager in pursuit of revenue-generating opportunities for SUB facilities and services.
4. Develop and implement hardware and software systems, ensuring consistency and integration. Ensure there are adequate information technology resources available to meet operational needs of the Society.

5. Other duties as assigned by the Board of Directors or the Executive Committee.

PERSONAL CHARACTERISTICS:

The Executive Director should demonstrate all of the following:

1. Adaptability: Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
2. Behave Ethically: Understand ethical behaviour and business practices, and ensure that own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization.
3. Build Relationships: Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
4. Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
5. Creativity/Innovation: Develop new and unique ways to improve operations of the organization and to create new opportunities.
6. Focus on Member Needs: Anticipate, understand, and respond to the needs of members to meet or exceed their expectations within the organizational parameters.
7. Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
8. Lead: Positively influence others to achieve results that are in the best interest of the organization.
9. Make Decisions: Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.
10. Organize: Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
11. Plan: Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
12. Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.
13. Think Strategically: Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

QUALIFICATIONS:

1. Minimum five years of progressive management experience in a senior management role in a non-profit organization leading a large staff.
2. Must have relevant bachelor's degree or equivalent combination of education and experience. Master's degree is preferred.
3. Demonstrated knowledge of leadership and management principles as they relate to non-profit organizations.
4. Demonstrated experience leading strategic planning.
5. Demonstrated knowledge of federal and provincial legislation applicable to non-profit organizations including: employment standards, human rights, occupational health and safety, charities, taxation, CPP, EI, health coverage etc.
6. Minimum 2 years experience with financial reporting and budget management across multiple departments or operations within an organization.
7. Demonstrated experience in human resource management, including experience managing in a unionized environment.
8. Demonstrated knowledge of the statutory and regulatory framework governing universities and student associations.
9. Demonstrated knowledge of computer hardware and software issues (PC and Mac) is preferred.
10. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society.
11. Demonstrated understanding of disability, gender, sexuality, race, and class, and a commitment to creating safer spaces.
12. Demonstrated experience with collaborative group decision-making frameworks.

13. Demonstrated understanding of anti-oppressive and inclusive organizing practices.

ADOPTED BOD 2015/08/24

PART 9: GENERAL MANAGER – SUMMARY OF DUTIES AND JOB DESCRIPTION

Summary of Duties:

- Chief of Staff
- Collaborate with the Executive Director to ensure that the social mission of the non-profit society supports and promotes the social enterprise.
- Business planning
- Oversight of the business units' marketing and communications planning and strategy.
- SUB management plans (operational planning)
- Oversee all business units: Cinecenta, Munchie Bar, Zap Copy, SUBtext, Food Services (Main Kitchen, Bean There, International Grill, Health Food Bar), Catering & Conference Services, Felicita's Campus Pub.
- Lead Collective Agreement negotiations
- Lead contract negotiations relating to business operations.
- Product review and development
- Board-staff relations, in collaboration with the Executive Director
- SUB renovations
- Develop operational and financial policies that relate to business operations
- Sustainability, waste reduction, energy efficiency
- University Relations, in collaboration with the Executive Director

GENERAL MANAGER JOB DESCRIPTION

JOB PURPOSE:

In accordance with the Society's mission, vision and values, in addition to the strategic direction set by the Board of Directors, the General Manager is responsible for the successful engaged leadership and management of the Society's social enterprise function, including all business units, services, and the Student Union Building.

ORGANIZATIONAL RELATIONSHIPS:

1. Reports and is responsible to the Board of Directors through Personnel Committee.
2. Provides leadership and management to staff in Food Services (Main Kitchen, Bean There, International Grill, Health Food Bar), Purchasing, Catering and Conference Services, Cinecenta, Munchie Bar, Felicita's Campus Pub, Zap Copy, and SUBtext.
3. Assumes overall administrative responsibility for the Society's business units.

DUTIES:

Leadership & Governance

1. Chief of staff.
2. Participate with the Board of Directors in developing a vision and strategic plan to guide the Society.
3. Provide business management leadership on behalf of the Board of Directors.
4. Identify, assess, and inform the Board of Directors of internal and external issues that affect the Society's operations.
5. Act as a professional advisor to the Board of Directors on all aspects of the Society's activities
6. Increase revenues of the social enterprise (business units) by managing staff; establishing and accomplishing business objectives.
7. Attend board meetings as needed and serve as ex-officio member of Executive Committee, Personnel Committee, Finance & Operations Committee, Events Committee, Campaigns Committee, Membership Outreach and Engagement Committee, Marketing Planning and Advisory Group, SUB Renovations Committee, SUB Occupants and Policy Development Committee.

8. Participate in development of policies and procedures related to business management and marketing.
9. Provide support to the Director of Events in the areas of contract negotiation, logistics, security, budgeting, and risk management in collaboration with the Executive Director.

Business Planning & Financial Management

1. Develop and implement business plans to establish and maintain the financial viability of the business units.
2. Accomplish objectives by establishing plans, budgets, and results measurements; allocating resources; reviewing progress; making mid-course corrections.
3. Ensure proper financial controls, processes and reporting in business units.
4. Collaborate with the Executive Director to develop annual financial statements for audit and ensure the successful conclusion of an unqualified annual audit.
5. Collaborate with the Executive Director to provide regular financial analyses, projections and reporting to the Board of Directors, Executive Committee, and Finance and Operations Committee.
6. Develop SUB management plans.
7. Ensure proper recording of inventory, sales, personnel and other matters by business unit managers.
8. Oversee all aspects of business unit finances, including managing annual budgetary and capital planning for direct reports.
9. Ensure department managers consult fully with the Finance & Operations Committee regarding financial matters, particularly capital expenditures, including producing business cases for new initiatives.
10. Serve as a signing authority for the Society.

Marketing & Communications

1. Provide leadership and strategic advice to business unit managers in the development of marketing strategies for annual business plans.
2. Ensure quality initiatives for marketing, customer service, and product development that align with members' needs.

Building Operations

1. Develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the Society.
2. Proactively work to improve sustainability, waste reduction, and energy efficiency of the SUB and its operations.
3. As primary liaison with UVic Facilities Management, manage Student Union Building (SUB) renovations, maintenance, security, utilities, building adaptations, and signage.
4. Administer Janitorial Utilities Maintenance (JUM) charges for business units.
5. Actively pursue revenue-generating opportunities for SUB facilities and services.

Human Resource Management

1. Collaborate with the Executive Director in human resource management and in developing and improving HR policy and procedures.
2. Provide expertise, advice and direction on all human resource matters, notably collective agreements, policies, occupational health & safety, employment standards legislation, WCB requirements, staff benefits and insurance, grievance processes, etc.
3. Foster collaboration and communication between management, directors, and staff, particularly in reference to the strategic plan.
4. Oversee all aspects of the business units' human resources as per the collective agreements.
5. Ensure all staff for business operations undergo an orientation and are given adequate direction, training, supervision and evaluation.
6. In collaboration with the Executive Director, coach and mentor staff, foster professional development and manage conflict resolution efforts when necessary.

7. In collaboration with the Executive Director, conduct overall performance management including hiring of unionized staff.

Community Relations

1. Establish and maintain a positive, productive relationship for the Society with the UVic Executive and with key UVic departments (including Student Affairs, Food Services, Corporate Affairs, Development Office, Housing and Conference Services).
2. Maintain and foster joint or 'partnership' initiatives with UVic that support UVSS objectives.

Other

1. Set personal performance objectives and priorities with the Personnel Committee that support the Strategic Plan.
2. Other duties as assigned by the Board of Directors or Executive Committee.

PERSONAL CHARACTERISTICS:

The General Manager should demonstrate all of the following:

1. Adaptability: A willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
2. Behave Ethically: Understand ethical behaviour and business practices, and ensure that own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization.
3. Build Relationships: Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
4. Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
5. Creativity/Innovation: Develop new and unique ways to improve the social enterprise and to create new opportunities.
6. Focus on Members Needs: Anticipate, understand, and respond to the needs of members to meet or exceed their expectations within the organizational parameters.
7. Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance the effectiveness of the social enterprise.
8. Lead: Positively influence others to achieve results that are in the best interest of the organization.
9. Make Decisions: Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.
10. Organize: Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
11. Plan: Determine strategies to move the social enterprise forward, set goals, create and implement actions plans, and evaluate the process and results.
12. Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.
13. Think Strategically: Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

QUALIFICATIONS:

1. Must have relevant bachelor's degree or equivalent combination of education and experience. Master's degree is preferred.
2. Minimum five years management experience serving mid to large sized businesses, non-profits, social enterprises, or cooperatives.
3. Demonstrated understanding of social enterprise business models.
4. Demonstrated experience in project management.
5. Demonstrated experience in building maintenance and operations.
6. Demonstrated experience in marketing management, strategy, and planning.
7. Demonstrated experience in human resources and labour management.
8. Demonstrated commitment and initiative in providing a high standard of customer service.

9. Demonstrated strong initiative and entrepreneurial mindset in improving services, efficiencies and revenue generation.
10. Demonstrated business management expertise.
11. Demonstrated communications, and dispute resolution skills.
12. Demonstrated management experience in the food/beverage/entertainment/retail sector.
13. Demonstrated experience in managing projects involving creative design, information technology, and multi-stakeholder initiatives.
14. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society is preferred.
15. Demonstrated understanding of disability, gender, sexuality, race, and class, and a commitment to creating safer spaces.
16. Demonstrated experience with collaborative group decision-making frameworks.
17. Demonstrated understanding of anti-oppressive and inclusive organizing practices.

ADOPTED BOD 2002/12/19
AMENDED BOD

2012/04/16

AMENDED BOD 2015/04/20
AMENDED BOD 2015/08/24

PART 10: POLICY REVIEW

1. In order to ensure a comprehensive understanding of this policy by all parties and in the spirit of ensuring this policy is up to date and relevant, Personnel Committee and all excluded personal must read the excluded personnel policy and sign an attached policy acknowledgment form (appendix a).
2. This policy review must occur
 - a. Once annually within the first 8 weeks of election of the personnel committee, and
 - b. At any time the policy is amended.

ADOPTED BOD 2015/04/20

Appendix A:

Excluded Personnel Acknowledgement Form

We, the undersigned, have read and understand the attached UVSS Excluded Personnel Policy.

Director of Finance and Operations (name)

(Signature)

(date)

Student Executive Director – Personnel (name)

(Signature)

(date)

Director at Large - Personnel (name)

(Signature)

(date)

General Manager (name)

(Signature)

(date)

Executive Director (name)

(Signature)

(date)

Hiring Policy

Amended June 22, 2015

PART 1: GUIDING PRINCIPLES

1. These policies and procedures are meant to supplement and provide clarity to the hiring process as laid out in the Collective Agreements (USW & IATSE). The Collective Agreements are the highest authority.
2. The process for filling job vacancies will be fair, equitable, transparent, and impartial.
3. Collective Agreements, UVSS hiring policy and procedures, and legal requirements of employment will be followed in all steps of the hiring process.
4. The UVSS recognizes that its effectiveness is determined largely by the quality of the people that comprise its workforce.
5. With the exception of excluded employees, job categories are listed in the Collective Agreements.

PART 2: DEFINITIONS

1. Excluded employees shall refer to the General Manager and Support and Administration Manager whose employment relationship with the UVSS is not governed by the Collective Agreements. Excluded employees are the primary liaisons between the Board and UVSS staff.
2. Affiliated organisations shall refer to organisations whose unionized staff are (a) employed by the UVSS and (b) are not business units, cost-centres, or the Board of Directors.

PART 3: JOB POSTINGS

1. Notification

- a. Affiliated organizations must send an email notification to the Support and Administration Manager and the Office Manager before posting a job and initiating the hiring process. Before posting a non-student job, the Office Manager must be notified and informed who will be the main contact for the hiring committee.
- b. Job Descriptions
 - i. All job descriptions shall be kept on file by the Office Manager in the General Office.

- ii. If a job description needs to be updated or amended, it must be agreed upon by Labour Management Committee (LMC). Affiliated organisations shall bring any requested changes to a job description to the Support and Administration Manager and collaborate on a draft to be brought to LMC for review and approval.

2. Job Posting Communications

- a. The Employer shall post job openings in a prominent place for seven [7] calendar days. The relevant job posting form available in the General Office and the relevant online template available from Graphics must be used.
- b. In the case of excluded employees, permanent employees, term employees, and affiliated organization student employees, a prominent place means all of the following (but is not limited to):
 - i. UVSS SUB Job Board
 - ii. UVSS Website
 - iii. Facebook (UVSS)
 - iv. Twitter (UVSS)
 - v. Times Colonist*
 - vi. Martlet*
 - vii. At least one national employment website (i.e. Indeed, Monster)
 - viii. Craigslist Victoria
 - ix. Organisational/member email list

* Times Colonist and Martlet are optional for permanent and term employees but is required for excluded employees.

- c. In the case of student employees at SUB business units, a prominent place means both of the following (but is not limited to):
 - i. UVSS SUB Job Board
 - ii. UVSS Website
 - iii. A visible location on a wall of the relevant business unit

1. Applications

- a. All applications shall be submitted to the General Office and held until the closing date.

2. Reposting

- a. If only one candidate applies for a position (excluding student employees at business units), the job shall be reposted for another seven [7] days. If only one candidate applies after the position has been reposted, the hiring process shall move forward.

PART 4: HIRING COMMITTEE

1. Composition

- a. The composition of the Hiring Committee must follow the Collective Agreements.
- b. If a representative from the Board of Directors or an Executive Director is required to sit on the Hiring Committee, the Employer must contact the Director of Finance and Operations to notify them.
- c. If a representative from the Union is required to sit on the Hiring Committee, the Employer must contact the USW 2009 Unit President to notify them.

2. Decision Making Process

- a. The Hiring Committee shall meet first to review the Hiring Policy.
- b. Following review of the Hiring Policy by all members of the Hiring Committee, the Committee must reach consensus on which applicants will be contacted for interviews.
- c. Once interviews have been conducted and a candidate has been selected for the position, the Hiring Committee must make a recommendation to the relevant excluded manager.

3. Reference Checks

- a. Past employers and references must be contacted before making a recommendation to the relevant excluded manager or to the Board of Directors. This applies to excluded, permanent, and term employees, as well as student employees in a supervisory role.

4. Job Candidate Communication

- a. When a candidate is selected, both the successful and the unsuccessful job candidates that were interviewed shall be contacted and informed as to outcome of their application.

5. Excluded Employees

- a. Hiring

A hiring committee shall be struck by the Board of Directors and shall consist of:

- General Manager or Executive Director (depending on which of the two excluded positions is being hired)
- Research and Communications Manager
- One [1] union representative selected by the Union
- Director of Finance and Operations
- Two [2] directors elected by the Board of Directors
- One [1] advocacy group representative selected by Advocacy Council

The Director of Finance and Operations shall be the chair of the committee. Quorum is all members of the committee.

- b. Approval

Approval by the Board of Directors is required for all excluded managers. Approval consists of a 2/3 majority vote of the Board of Directors.

6. Permanent Employees

- a. Hiring

A hiring committee shall be struck by the Board of Directors and shall consist of one [1] excluded manager selected by the excluded managers (or delegate), one [1] union representative selected by the union and one [1] other member of the union selected by the excluded managers, and one [1] director elected by the Board. An excluded manager or delegate shall be the chair of the committee. Quorum is all members of the committee.

- b. Approval
Approval by the Board of Directors is required for all permanent unionized staff in Class 10 and above. Approval consists of a majority vote of the Board of Directors.

7. General Operations Employees

- a. Hiring (General Operations Term Employees)

A hiring committee shall be struck by the Board of Directors and shall consist of one [1] excluded manager selected by the excluded managers (or delegate), one [1] union representative selected by the union and one [1] other member of the union selected by the excluded managers, and one [1] director elected by the Board. An excluded manager or delegate shall be the chair of the committee. Quorum is all members of the committee.

- b. Hiring (General Operations Student Employees)

A hiring committee shall be struck by the relevant department manager and shall follow the hiring procedures laid out in the Collective Agreement.

- c. Approval

Approval by the General Manager or Support and Administration Manager is required for all General Operations Term Employees and General Operations Student Employees.

8. Affiliated Organisations Employees

- a. Hiring (Affiliated Organisation Permanent Employees)

A hiring committee shall be struck by the relevant affiliated organisation and shall include up to three [3] members as selected by the affiliated organization, one [1] executive director as selected by Executive Committee and one [1] union representative as selected by the Union. The role of the executive director is to ensure that this policy is followed. The role of the union representative is to ensure that the Collective Agreement is followed. Affiliated organizations shall choose one of their three members on the hiring committee shall be the chair of the committee.

- b. Hiring (Affiliated Organisation Term Employees)

A hiring committee shall be struck by the relevant affiliated organisation and shall include up to three [3] members as selected by the affiliated organization, one [1] executive director as selected by Executive Committee and one [1] union representative as selected by the Union. The role of the executive director is to ensure that this policy is followed. The role of the union representative is to ensure that the Collective Agreement is followed. Affiliated organizations shall choose one of their three members on the hiring committee shall be the chair of the committee.

- c. Hiring (Affiliated Organisation Student Employees)

A hiring committee shall be struck by the relevant affiliated organisation and shall include up to three [3] members as selected by the affiliated organization, one [1] executive director as selected by Executive Committee and one [1] union representative as selected by the Union. The role of the executive director is to ensure that this policy is followed. The role of the union representative is to ensure

that the Collective Agreement is followed. Affiliated organizations shall choose one of their three members on the hiring committee shall be the chair of the committee.

d. Approval

Approval by the General Manager or Support and Administration Manager is required for all affiliated organization employees. Affiliated organisations must provide a memorandum with their hiring recommendation to one of the excluded managers for approval.

e. Internal Status

Non-student term employees do not have internal status for hiring as per the letter of understanding between the UVSS and USW 2009.

9. Written Materials

- a. All written materials, including but not limited to resumes, CV's, and interview notes, are confidential and shall be kept in a secure location. At the conclusion of the hiring process, all written materials shall be submitted to the UVSS Office Manager to be kept on file for one [1] year.

10. Confidentiality

- a. The hiring process is confidential and is not to be discussed outside of the Hiring Committee, Labour Management Committee, or an in camera meeting of the Board of Directors.

PART 5: CONFLICT OF INTEREST

1. Mandate

The UVSS shall take every precaution to guard against favouritism in hiring. All Hiring Committee members shall make every reasonable effort to avoid conflicts of interest.

2. Definition

A conflict of interest in the hiring process arises when a Hiring Committee member[s] has a current or former relationship occurring outside the work setting with a job candidate that would make it difficult for the Hiring Committee member to be objective, or that for a reasonable person would create the appearance that such an individual may not be objective. Hiring Committee members are responsible for recusing themselves from the Hiring Committee if they identify themselves as having a conflict of interest according to the following criteria:

- a. relationships by blood, adoption, marriage, or domestic partnership: partner, parent, child, sibling, first cousin, uncle, aunt, nephew, niece, spouse, brother- or sister-in-law, father- or mother-in-law, son- or daughter-in-law, step-parent, or step-child; or
- b. romantic and/or sexual relationships or intense personal friendships, or significant business relationships.

3. Affiliated organisations

- a. Affiliated organisations shall neither favour nor inhibit the hiring of their current directors or collective members.

4. Process

- a. If a potential conflict of interest is identified in the hiring process, the Personnel Committee shall review the process to ensure that there has been no favouritism.

5. Familial Relations

- a. The UVSS will not employ close family members, spouses or partners in a situation where one must exercise administrative authority over the other.

PART 6: NEW EMPLOYEE ORIENTATION

1. Excluded Employees

When an excluded employee is hired, an orientation shall be scheduled with the Personnel Committee. At this orientation, the Personnel Committee shall inform the new employee of their benefits (Personnel Administration Policy Part 2) and also provide them with a package of materials to explain those benefits further. Contents of the package shall include, but not be limited to:

- Job Description
- New Hire Payroll Form
- Direct Deposit Authorization Form
- MSP Accept/Decline Form
- MSP Group Enrolment Form
- Group Benefits Enrolment Form
- Tax Forms
- RSP Information Package (Permanent Employee Only)
- Health Plan Information Package
- Collective Agreement
- Board of Directors Resource Manual

2. Permanent Employees

When a permanent employee is hired, an orientation shall be scheduled with the Support and Administration Manager. At this orientation, the Support and Administration Manager shall inform the new employee of their benefits (Article 28) and also provide them with a package of materials to explain those benefits further. Contents of the package shall include, but not be limited to:

- Job Description
- New Hire Payroll Form
- Direct Deposit Authorization Form
- Leave Request Form
- Steelworker Cards (2)
- MSP Accept/Decline Form
- MSP Group Enrolment Form
- Group Benefits Enrolment Form & Package
- United Steelworkers Information Page
- Tax Forms
- RSP Information Package (Permanent Employee Only)
- Collective Agreement
- Hiring Policy & Procedures
- Anti-Harassment Policy

3. Term Employees

When a term employee is hired, an orientation shall be scheduled with the Support and Administration Manager. At this orientation, the Support and Administration Manager shall inform the new employee of their benefits (Article 28.3) and also provide them with a package of materials to explain those benefits further. Contents of the package shall include, but not be limited to:

- Job Description
- New Hire Payroll Form
- Direct Deposit Authorization Form
- Leave Request Form
- Steelworker Cards (2)
- Group Benefits Enrolment Form & Package
- United Steelworkers Information Page
- Tax Forms
- Collective Agreement
- Hiring Policy & Procedures
- Anti-Harassment Policy

Although not included in the Collective Agreement, the UVSS shall allow term employees who have a one-year term and work at least 20 hours/week to enroll in the extended health and dental plan.

4. Other Temporary Employees

When an emergency fill-in employee or replacement employee is hired, an orientation shall be scheduled with the Support and Administration Manager. At this orientation, the Support and Administration Manager shall inform the new employee of their benefits (Article 28.3) and also provide them with a package of materials to explain those benefits further. Contents of the package shall include, but not be limited to:

- Job Description
- New Hire Payroll Form
- Direct Deposit Authorization Form
- Leave Request Form
- Steelworker Cards (2)
- Group Benefits Enrolment Form
- United Steelworkers Information Page
- Tax Forms
- Health Plan Information Package
- Collective Agreement
- Anti-Harassment Policy

5. Student Employees

When a student employee is hired, an orientation shall be scheduled with the Department Manager. At this orientation, the Department Manager shall inform the new employee of their benefits (Article 28.3) and also provide them with a package of materials to explain those benefits further. Contents of the package shall include, but not be limited to:

- Job Description
- New Hire Payroll Form
- Direct Deposit Authorization Form
- Steelworker Cards (2)
- United Steelworkers Information Page
- Tax Forms

- Collective Agreement
- Training Manual/Materials
- Staff Phone List
- Anti-Harassment Policy

The Department Manager must also discuss the following:

- Expectations
- Staff boxes or communication boards
- Payroll sheets/time sheets
- Binder to check hours
- Lay-off in December/ May (if applicable).
- Filling in shifts procedure
- When to show up for shifts
- Anti-harassment policy

6. Union Orientation

- a. All new permanent and temporary employees shall attend an orientation session with a representative of the Union where the rights and benefits of the relevant Collective Agreement shall be reviewed.

7. Leave Requests

- a. Operational Term employees

Term employees must submit leave request forms (for vacation, sick days, personal leave, etc) to the Support and Administration Manager. Term employees and other temporary employees are paid a five percent (5%) premium on their wage in lieu of vacation days as per the Collective Agreement with USW 2009.

- b. Affiliated Organisation Term Employees

Affiliated Organisation Term Employees must submit leave request forms (for vacation, sick days, personal leave, etc) to their Board or Collective for approval. Term employees and other temporary employees are paid a five percent (5%) premium on their wage in lieu of vacation days as per the Collective Agreement with USW 2009.

GENERAL

PART 1: GIFTS

17.1 Staff Gifts

These guidelines are intended to guide management staff in the purchase of a gift when a permanent staff member leaves the employ of the Society.

At the discretion of the management employee responsible for the departing employee, a gift may be purchased from the relevant division's budget up to the following maximum costs:

When the employee is employed on less than a full time basis, up to fifty dollars (\$50) for each year of service as a permanent employee with the Society up to a maximum of two hundred dollars (\$200).

When the employee is employed on a full-time basis, up to eighty dollars (\$80) for each year of full-time service up to a maximum of three hundred and twenty dollars (\$320).

Adopted BOD 2004/04/20