



Minutes

University of Victoria Students' Society
Monday April 20, 2015 – SUB B025 6:00pm

ATTENDANCE

Directors:

Heckel, Do, Tang, Atkinson, Kopp, H.Mitchell, Perlova, Dick-Wyatt, Willis, Szakacs, Anna Lusk, Erickson, C. Mitchell

Staff:

Johnson, Robertson

1. CALL TO ORDER

Erickson called the meeting to order at 6:20pm.

2. ACKNOWLEDGEMENT OF TERRITORIES

Tang acknowledged the territories.

3. ADOPTION OF AGENDA

a. Adoption of Agenda 2015/04/20

MOTION TO ADOPT - ATKINSON/SZAKACS

AMENDMENT – ATKINSON/SZAKACS

Move In Camera to after Priority Business.

AMENDMENT CARRIED

AMENDMENT – ERICKSON/SZAKACS

Add to Adoption of Agenda:

MOTION – ERICKSON/

BIRT Anna Lusk is ratified as the Women's Centre Representative to the Board of Directors.

MOTION – ERICKSON/

BIRT Casey Dick-Wyatt is ratified as the NSU Representative to the Board of Directors.

AMENDMENT CARRIED

AMENDMENT – ERICKSON/SZAKACS

Add to Priority Business:

MOTION – ERICKSON/SZAKACS

BIRT the following directors are censured for not submitting board reports as per Board Policy Part 1.2.D:

Rogers, Tang, Cook, Do, Perlova, Zouboules, Gopalikrishnan

AMENDMENT CARRIED

AGENDA CARRIED AS AMENDED

MOTION – ERICKSON/HECKEL

BIRT Anna Lusk is ratified as the Women's Centre Representative to the Board of Directors.

MOTION CARRIED

MOTION – ERICKSON/ATKINSON

BIRT Casey Dick-Wyatt is ratified as the NSU Representative to the Board of Directors.

MOTION CARRIED

4. ANNOUNCEMENTS

5. REPORTS

a. Advocacy Group Reports

- i. Pride**
- ii. Native Student's Union**
- iii. Society for Students with a Disability**

MOTION - ATKINSON/SZAKACS

BIRT the Board accepts the proposed policy from SSD; and
BIFRT the policy be referred to Policy Development for further study.

MOTION CARRIED

- iv. Students of Colour Collective**
- v. Women's Centre**

6. QUESTION PERIOD

7. MAIN MOTIONS

a. PRIORITY BUSINESS

MOTION 2015/04/20: 01 – SZAKACS/WILLIS

BIRT The History Undergraduate Society is allocated \$600 from the Academic Grant fund.

MOTION CARRIED

MOTION – ERICKSON/SZAKACS

BIRT the following directors are censured for not submitting board reports as per Board Policy Part 1.2.D:

Rogers, Tang, Cook, Do, Perlova, Zouboules, Gopalikrishnan

MOTION TO DIVIDE INTO 7 MOTIONS – ERICKSON/SZAKACS

MOTION TO DIVIDE CARRIED

**MOTION TO MOVE IN CAMERA - PERLOVA/HECKEL
MOTION CARRIED**

The meeting moved in camera at 6:36pm.

MOTION TO MOVE OUT OF CAMERA – HECKEL/C.MITCHELL

The meeting moved out of camera at 7:15pm.

**C.MITCHELL/ATKINSON - OMNIBUS VOTE TO VOTE IN OPPOSITION TO ALL DIVIDED
MOTIONS**

Erickson requested a roll call vote.

Erickson – in favour
Lusk - abstain
Heckel – In favour
Do - abstain
Tang - abstain
Atkinson – in favour
Kopp – in favour
H.Mitchell– in favour
Dick-Wyatt -abstain
Perlova -abstain
Willis-opposed
C.Mitchell– in favour

OMNIBUS MOTION CARRIED – ALL MOTIONS TO CENSURE FAILED

MOTION – C.MITCHELL/ERICKSON

Strike Board Policy Part 1.2.D:

Directors who fail to submit the total amount of hours worked in their board report more than six [6] times in an elected term shall be automatically put to a censure vote by the Board.

MOTION CARRIED

8. IN CAMERA

a. Personnel (60 mins)

**MOTION TO MOVE IN CAMERA – ATKINSON/WILLIS
CARRIED**

Meeting moved in camera at 7:33pm.

**MOTION TO MOVE OUT OF CAMERA – WILLIS/DO
MOTION CARRIED**

Meeting moved out of camera at 8:25pm.

**MOTION TO AMEND THE AGENDA - ATKINSON/HECKEL
MOTION CARRIED**

The following motion was added and voted on:

MOTION – ATKINSON/H. MITCHELL

BIRT the Board of Directors ratifies the Excluded Personnel Policy Review and its associated recommendations; and

BIFRT the Excluded Personnel Policy Review is entered into the minutes as Appendix A; and

BIFRT the Board adopt the following policy amendments (entered as Appendix B) to Excluded Personnel Policy; Terms of Reference for Personnel Committee and Finance & Operations Committee; and Board of Directors Policy, as recommended by Personnel Committee.

MOTION CARRIED

9. ADJOURNMENT

MOTION TO ADJOURN – H. MITCHELL/PERLOVA

MOTION CARRIED

The meeting adjourned at 8:34pm.

10. MEETING TIMES

- a. **The next meeting is scheduled by the Board of Directors is:**
Monday May 4, 2015 in SUB B025.

11. DIRECTOR REPORTS

Szakacs:

April 13 – 17, 2015

Hours worked: 35

- Board meeting
- Clubs Council
- Course Union Council
- - Academic Grant to *Inkwell*: \$600
- Advocacy Council
 - \$2000 grant to Pride
 - \$1000 grant to Women's Centre
- Summer planning
 - C/CU registration
- Board orientation prep
 - student life presentation
 - board jeopardy
 - facilitate the planning of the advocacy workshop
- Cheque req processing
- Cheque signing
- Meeting with Sean Quicke re: transit
- C/CU Support
 - via email, phone, Facebook, and in person
 - planning new clubs
 - mediating/resolving conflict

Heckel:

Total Hours Worked (*with Tuesday and Wednesday taken off for studying*): 25

- LMC & caucus meeting
- Board Meeting
- Creation, editing and distribution of documents for personnel
- Email Correspondence
- Review of documents for Personnel
- Action items for SUB Businesses survey results
- Organizing / preparing Tristan's training schedule/topics

Kopp:

Total Hours: 34

Work Activities:

- Development of orientation material for new board including training manual and computer resource streamlining
- Development of training materials and projects for Board Orientation
- Preparation of office for board change-over
- Human resources tasks
- Aid in Freestore Dump and Run

Erickson:

April 12-17 Total Hours Worked: 38 hours -Chaired Board Meeting -ASIST training -Training of incoming Chair -Spoke with Ms. Player from EQHR -Read terms of CSA settlement -Signed Cheques -Integrated survey information from last ASIST training into report -Drafted Co-op report - Filled out Excluded Manager survey -Drafted Harassment Policy letter -Responded to food bank emails -Returned phone calls and emails

APPENDIX A

UVSS Personnel Committee

Excluded Personnel Policy Review: Findings and Recommendations

April 20, 2015

Purpose

After concerns were brought forward to the personnel committee regarding the Excluded Personnel Policy (herein referred to as "the policy"), the committee decided to undertake a review of the policy. The purpose of the review was to:

- Bring the policy up to date with the current practices of the society
- Help clarify the role of personnel policy in managing the excluded managers, and
- Address concerns brought forward by employees regarding the lack of pay equity and compensation philosophy

In carrying out this review, the personnel committee is recommending the following amendments to the policy. Additionally, the committee has identified a number of gaps that remain in the policy and is making a number of recommendations to the 2015/2016 personnel committee.

Process

Personnel committee undertook an extensive process in the review of this policy. The following steps were taken:

1. Preliminary research
 - a. Input was given from the Union regarding the state or pay in-equality within the society.
 - b. A review of the previous policy was undertaken in order to identify gaps.
 - c. Needs of the current personnel committee were discussed and identified
 - d. Compensation information was gathered for the two excluded managers and key positions within the society including the Manager of Accounting and Payroll, Research and Communications Coordinator, Department Managers, and Student Supervisors. A schedule of these salaries and costs to the employer can be found in appendix b.
 - e. A compensation review for the excluded managers was conducted by Jouta Performance Group (appendix c)
2. Draft policy created
 - a. A draft policy was created in order to address key concerns brought forward by the union and the personnel committee.
3. Consultation
 - a. The draft policy was brought forward to the board for discussion and amendments
 - b. The draft policy was brought forward the General Manager in order to ensure fairness and accountability
 - c. The draft policy was brought forward to key staff in the building in order to ensure concerns were addressed
 - d. The draft policy was submitted to Jouta Performance Group for a professional review of the policy (appendix c).
4. Conclusions and recommendations
 - a. Based on consultation, amendments were made to the draft policy and presented to the board.
 - b. Due to time limitations and identified knowledge gaps, personnel committee developed a list of recommendations for the 2015/2016 personnel committee.

Key Findings

- Pay inequity
 - Income inequality was brought forward as a concern by the union and was investigated by the committee. The committee found the following:
 - The total cost to the employer in 2014, including base salary, bonuses, vacation payout, and benefits/MERCs for the excluded managers were:
 - General Manager - \$102,886.87
 - Support and Administration Manager - \$84,700.69
 - The total cost to employer in 2014, including base salary, overtime, and benefits/MERCs for the key positions within the society were:
 - Manager of accounting/payroll - \$57,540.81
 - Research and Communications Coordinator - \$53,667.39
 - Department Managers - \$51,237.72
 - Student Supervisors were - \$28, 556.23
 - This indicates that there is a gap of \$27,159.88 between the lowest paid excluded manager and the highest paid unionized staff position
 - Increases in salary between 2011 and 2014 were also examined.
 - General Manager – 18%
 - Support and Admin Manager – 19%
 - Manager of Accounting and Payroll – 9%
 - Resource and Communications Coordinator – 6%
 - Department Manager – 7%
 - Student Supervisor – 6%

- Benefits/Bonuses
 - In 2014, the general manager received a \$1740 bonus and \$3127.6 in vacation payout
 - In 2014, the support and admin manager received a \$1500 bonus
 - Jouta identified that vacation payouts are not recommended as they act as a further bonus for employees and don't encourage the purpose of a vacation benefit – to take a well deserved break.
 - While unionized staff will sometimes utilize overtime (highest amount in the study was \$2,559.08 taken by the Research and Communications Coordinator in 2011), they do not receive performance bonuses or vacation payouts.
 - Excluded personnel currently receive unlimited sick days, bi-weekly flex days, and 30 vacation days.
- Compensation reviews
 - The report from Jouta reported that excluded personnel are close to market salary comparisons. Additionally, benefits are found to be quite competitive. Further details can be found in the report.
- Students
 - Classes 1a, 1 and 2 (all student positions) make under \$15 an hour.
- Alignment with the greater goals and values of society as well as the strategic plan
 - While the role of the excluded personnel is to carry out the goals of the society as outlined by the strategic plan, there is no reference to the strategic plan or the goals, values, vision and mission of the society within the policy.
- Compensation Accountability
 - The new society act will require that the top compensated employees salaries will need to be disclosed to the membership.
- Professional Development
 - Opportunities for professional development should be available to excluded personnel
 - There is no budget for professional development.
 - There is no requirement that professional development should occur
- Personnel Committee
 - There is a no way to ensure that the elected personnel committee has a working knowledge on personnel management, HR strategies, or performance evaluation.
 - There is an institutional knowledge gap that occurs with board turnovers.
 - The role the personnel committee plays in performance evaluations
 - Personnel committee has no frame of reference for evaluating the excluded managers and no framework for performance evaluations.
 - There is no requirement that personnel committee reach out to other staff in the building when conducting performance evaluations
- Other findings
 - Policy review
 - There is no measure in place to ensure the regular review of the policy. An annual review would both allow for personnel committee and excluded managers to become familiar with the policy and ensure that it is currently up to date.
 - Current practices of the society do not align with the current policy in a number of ways. This fixes were made within policy without being listed as recommendations as they constitute minor fixes.
 - Excluded employees take office holidays as outlined in the collective agreement that are not necessarily the same as the University of Victoria.
 - There is no language to reflect the current practice of bi-weekly flex days
 - There is no language to reflect the current practice that excluded personnel are not away at the same time in ways that hinder the normal functions of the society
 - Bereavement leave is too restrictive, differentiates between different family members and does not include flexibility for close friends or other relations.
 - Per diems are significantly lower than what collective employees receive
 - Receipts are not usually required for per diems
 - General Manager job description not up to date

- Personnel committee is responsible for many of the things formerly listed as a responsibility of the general manager. These include
 - Administration and keeping account for excluded personnel vacation time
 - Approval of professional development
 - Performance Evaluation

Summary of Recommendations

For the policy (These changes have been made in the proposed amended policy attached as appendix a):

1. State the mission, vision and values of the society and how the policy aligns with them,
2. Develop a compensation philosophy for excluded managers to be included in the policy
3. Limit salary increases to the Cost of Living Allowance (COLA) and performance based market adjustments.
4. Conduct regular compensation reviews.
5. Limit or ban the practice of performance bonuses
6. Do not allow vacation payouts
7. Limit sick days to 24 sick days
8. Consider a more progressive bereavement leave that does not distinguish between family members
9. Stipulate a professional development requirement and budget.
10. Tie professional development requirements to the outcomes of job performance reviews.
11. Develop a performance evaluation process and timeline that involves feedback from other members of the society staff and the board of directors.
12. Require Personnel committee to undergo HR management training.
13. Add a section requiring the annual review of the policy and a signature of all parties when the policy is either reviewed or updated.

For future personnel committee:

1. Develop an HR policy that applies to all society employees. HR policy should speak to:
 - a. Compensation philosophy
 - b. Performance based bonuses
 - c. Vacation payouts
 - d. Pregnancy/maternity and parental needs
 - e. Employment standards act of BC legislative leaves
 - f. Appointments Policy (doctors/dentists/etc)
 - g. Respectful Workplace/Discrimination and Harassment with special attention to WorkSafe BC compliance regarding Bullying and Harassment, and the BC Human Rights Code
 - h. Use of Alcohol and Drugs
 - i. Use of Information Technology
 - j. Privacy/confidentiality
 - k. Whistleblower, Conflict of Interest
 - l. Health and Safety (and overall compliance with WorkSafe BC)
2. Re-evaluate the policy for the following things
 - a. Progressive discipline policy that aligns with the collective agreement
 - b. Ensure that the values, mission and vision of the society are weaved throughout the entire document.
 - c. Re-evaluate the performance review framework outlined in Part 7 of the policy and ensure that it works with the goals of the society.
 - d. Review and reassess the required 35 hours for professional development.
 - e. Review the entire document to make sure that the changes made are working and effective.
3. Conduct a compensation review for collective positions and adjust salaries accordingly.
4. Develop a plan of action to ensure that all society employees are getting paid at least \$15 an hour.

5. Research the new society act and what is required for compensation disclosure. Then develop a plan to ensure we are meeting our legal obligations

APPENDIX B

UVSS Excluded Personnel Policy Amended April 20, 2015

PERSONNEL ADMINISTRATION POLICY

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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 principals, values, vision, and mission are outlined in the current UVSS Strategic Plan. Excluded personnel shall ensure that 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. Support and Administration Manager

Adopted BOD 2002/12/19
Amended BOD 2003/01/09
Amended BOD 2012/04/16

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. 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.

b. Compensation Reviews

In recognition of the fact that from year to year the student directors who comprise the Society's Personnel Committee are not at a level of knowledge and experience to conduct a thorough and professional compensation analysis, an independent/external compensation analysis of excluded personnel shall be conducted every two years.

C. 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.

Bonuses may be provided in exceptional circumstances but must be supported by a two-thirds majority vote at board meeting with a minimum quorum of 14 directors.

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.

~~3. Accountability & Transparency~~

~~As an open and inclusive organisation committed to transparency and accountability to its members, the Society shall post the compensation and benefits of excluded personnel on the same page that the Collective Agreement is posted on the Society’s website.~~

Adopted BOD 1990/04/09

PART 3: VACATION ENTITLEMENT & OFFICE HOLIDAYS

1. Excluded Personnel

- a. ~~The University of Victoria Students' Society recognises its responsibility for Probationary and confirmed employees~~ **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. ~~With the approval of the General Manager probationary and confirmed employees may accumulate unused basic vacation days to a maximum of 10 days in excess of the basic annual vacation entitlement.~~ **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 ~~General Manager~~ **Personnel Committee** to ensure that **excluded** employees have the opportunity to take their basic vacation entitlement annually. The ~~General Manager~~ **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 ~~General Manager~~ **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 ~~General Manager~~ **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 ~~by the University of Victoria~~ **in the Collective Agreement.**
- h. **Excluded employees shall receive bi-weekly flex days.**
- 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

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

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.

Adopted BOD 1990/04/09

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 ~~professional~~ **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 ~~General Manager~~ **Personnel Committee** in advance.

~~Although the provision of professional development activities is at the discretion of the General Manager, The Society shall endeavour to offer such opportunities on a reasonable basis to all excluded employees.~~

Adopted BOD 1990/04/09

2. **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.**
3. **Travel expenses, accommodation and per diems shall not be charged against an excluded employee's annual professional development allocation.**
4. **Excluded employees must spend at least 35 hours on professional development per year.**

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 ~~\$45.00~~ **\$30.00** per day when meals are provided and ~~\$35.00~~ **\$60.00** per day when meals are not provided.
- ~~a. Employees shall not be compensated for the purchase of alcoholic beverages and receipts should be provided for all expenses.~~
- 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

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 Support and Administration Manager.**

~~The groups or individuals responsible for evaluating each position is given below.~~

~~a. **General Manager:** The Personnel Committee.~~

~~b. **Support and Administration Manager:** The General Manager in consultation with the Personnel Committee.~~

- 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 at least receive a regular an annual performance review annually 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 review process shall consist of:**
 - monthly performance review meetings with Personnel Committee and excluded managers; and**
 - semesterly progress reports made by the Personnel Committee to the Board; and**
 - a final summary review to be presented to the Board no later than the first board meeting in April.**
- c. When an external review is conducted, this shall be considered supplemental to the ongoing annual review process conducted by Personnel Committee. External reviews must begin no later than January 15.**
- d. 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.**
- e. 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, December, and March.**
- f. The General Manager and Support and Administration Manager 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.**

- g. Every three years, an external performance 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.

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**

PART 8: GENERAL MANAGER JOB DESCRIPTION

FUNCTION:

Provide organizational leadership, business management and planning; ensure proper financial controls, processes and reporting; responsible for the security and integrity of facilities and other assets; exercise overall responsibility for all aspects of operations; and ensure the successful conclusion of an unqualified annual audit. The General Manager is to provide advice, assistance and, at times, resources to the Board of Directors as required on advocacy initiatives, campaigns, and events; and serve as the primary liaison between the Board and UVSS staff.

ORGANIZATIONAL RELATIONSHIPS:

1. Reports and is responsible to the Board of Directors.
2. Takes overall direction from the Board of Directors, including periodically setting personal performance objectives and priorities with the Personnel Committee. **Personal performance objectives and priorities must align with and support the Strategic Plan and business unit plans.**
3. Provides overall direction and supervision of the Support and Administration Manager, all business operations, accounting staff, and electoral officers. Assume administrative responsibility for the Research and Communications Coordinator(s) and the Ombudsperson.
4. Acts as chief of staff for the UVSS.

DUTIES:

1. Leadership and management of the Society's operations, particularly:
 - a. Develop and implement business plans to establish and maintain the financial viability of the Society, including SUB management plans.
 - b. Establish and maintain a positive, productive UVSS relationship with the UVic executive and with key UVic departments (including Student Affairs, Food Services, Corporate Affairs, Development Office, Housing and Conference Services).
 - c. Ensure marketing and customer service initiatives for UVSS services are undertaken and modified as necessary in order to meet UVSS members' needs.
 - d. **Ensure that the goals of the UVSS Strategic Plan are continually being executed and reviewed.**
 - e. Maintain and foster joint or 'partnership' initiatives with UVic that support UVSS objectives.

- f. Work with the Support and Administration Manager regarding major contract negotiations.**
 - g. Provide regular financial analyses, projections and reporting which meet the needs of the Board and its Executive.
 - h. Oversee cash, inventory, and reporting controls in UVSS operations.
 - i. Ensure all current and new staff undergo an orientation and are given adequate direction, training, supervision and evaluation.
 - j. Chair Labour Management Committee and Collective Agreement negotiations.
 - k. Hire, discipline and terminate unionized staff**
2. Oversee the day-to-day operations of Accounting, all Food Service Operations, Catering and Conference services, Cinecenta, Munchie Bar and Felicita's, which encompasses:
- a. All aspects of the divisions human resource as per the collective agreements
 - b. All aspects of the divisions' finances.
 - c. Proper recording of inventory, sales, personnel and other matters by the department managers.
3. Ensure that the Support and Administration Manager is overseeing the day-to-day operations of their direct reports.
4. Ensure high product quality and exceptional customer service.
- 5. Working with the Support and Administration Manager, oversee the renovations projects process, both by liaising with relevant committees, in addition to Contractor/Consultant and/or Facilities Management.**
6. Other senior management duties:
- a. Serve as the sole liaison for communication between the Board of Directors and UVSS staff. Foster collaboration and communications between management, directors, and unionized staff, particularly in reference to the Strategic Plan.
 - b. Manage conflict resolution efforts.**
 - c. Support in the development of an annual full-year budget acceptable to the Finance Committee and Board. Ensure costs or surpluses are within budget, except where prior approval of the Finance Committee/Board is obtained.
 - d. Develop annual financial statements for audit.
 - e. In conjunction with the executives, ensure that the legal obligations of the Society are fulfilled and any litigation involving the Society is handled responsibly.
 - f. Ensure staff consult fully with the Finance Committee and Board capital expenditures, including producing business cases for new initiatives.
 - g. Participate in development of operational and financial policies with the Board's Policy Development Committee and implement new policy.
 - h. Serve as a signing authority for the Society.
 - i. Attend Board meetings when required, and serve as ex-officio member of Finance Committee, Personnel Committee, Policy Development Committee, Events Committee, Grad Class Committee, and Secretary-Treasurer of the Ombudsperson Committee.
 - j. Work closely with the Events Director regarding events; responsible for contract negotiations, logistics, security, budgets and risk management.**
 - k. Other duties as assigned by the Board of Directors or the Executive Committee.

QUALIFICATIONS:

1. Minimum five to ten years in a senior management role serving mid to large sized businesses and/or non-profit organizations.
2. Must have relevant bachelor's degree or equivalent experience. Additional consideration will be given to graduate level degree, accounting designation, or other advanced education.
3. Demonstrated strong initiative and entrepreneurial mindset in improving services, efficiencies and revenue generation in previous roles.

4. Demonstrated financial, budget management and reporting skills, particularly across multiple departments or operations within an organization.
5. Considerable experience navigating personnel issues, including experience managing in a unionized environment.
6. Demonstrated commitment and initiative in providing a high standard of customer service.
7. Demonstrated management experience in the food/beverage/entertainment/retail sector.
8. Demonstrated creativity in business management, marketing, and communication.
9. Proficient in technical business writing.
10. Demonstrated knowledge of the statutory and regulatory framework governing universities and student associations an asset.
11. An understanding of the strategic vision and values of the UVSS.

**Adopted BOD 2001/12/17
Amended BOD 2012/04/16**

PART 9: SUPPORT & ADMINISTRATION MANAGER JOB DESCRIPTION

FUNCTION:

Take lead in all matters relating to: the Student Union Building operations and maintenance, including developing and administering external meeting and conference business; overall human resources policies; administration of the Student Health Plan; planning and implementation of UVSS computer systems; development and application of support and administration policies; and other functions. Provide oversight for business units found in their portfolio.

ORGANIZATIONAL RELATIONSHIPS:

1. Reports and is responsible to the General Manager.
2. Provides overall direction and day-to-day supervision to permanent and student employees in Grafix, SUBText, Zap, Infobooth and the General Office.

DUTIES:

1. As sole liaison with the UVic Facilities Management department, manage Student Union Building (SUB) maintenance, security, tenancies (including attracting new business services), utilities, space rentals, renovations, building adaptations, and signage. Communicate and oversee tenant and occupant agreements regarding Janitorial Utilities Maintenance (JUM) charges.
2. Continually work to improve sustainability, waste reduction, and energy efficiency of the SUB and its operations.
3. Oversee insurance and risk management aspects of UVSS.
4. 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.
5. Ensure all current and new staff undergo an orientation and are given adequate direction, training, supervision and evaluation. This includes all support and administration staff.
6. Attend Board meetings when required, and serve as ex-officio member of the Finance Committee. Chairs Health and Safety Committee; Vice chair of Labour Management Committee.
7. Track use of employee leave entitlements and maintain confidential personnel files.
8. Supervise the delivery of the Student Health Plan, serving as the primary resource to the Appeals Committee and applicable UVic officials. Trouble-shoot problems regarding plan administration with the Director of Finance and Operations and the plan providers.
9. Develop and administer policies and procedures related to UVSS support and administration
10. Provide direction, training and day-to-day supervision of the Graphic Design Department, Information Booth, General Office, Zap! and Subtext.

11. 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.
12. Actively pursue revenue-generating opportunities for SUB facilities and services.
13. Responsible for the ad sales staffing and production of the annual UVSS Handbook.
14. Manage annual budgetary and capital planning for direct reports.
15. As manager responsible for the Graphic Design Department, ensure that communications, marketing and promotional service to retail operations and the Board of Directors meet a high standard of quality and service.
16. Ensure staff consult fully with the Finance Committee and Board regarding financial matters, particularly capital expenditures, including producing business cases for new initiatives.

QUALIFICATIONS:

1. Minimum five years management experience serving mid to large sized business and/or non-profits organizations.
 - a. Project management.
 - b. Building maintenance and operations.
 - c. Marketing and communications.
 - d. Human resources and labour management.
2. Experience in the core functions of the Support and Administration portfolio, which includes:
 - a. Demonstrated business expertise, including business operations and marketing.
 - b. Strong organizational, communications, and dispute resolution skills
 - c. Post-secondary degree in business or similar field, or equivalent combination of experience and education
 - d. Demonstrated experience in managing projects involving creative design, information technology, and multi-stakeholder initiatives.
 - e. Demonstrated strong initiative and entrepreneurial mindset in improving services, efficiencies and revenue generation in previous roles.

**Adopted BOD 2004/04/20
Amended BOD 2012/04/16**

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.**

Appendix A: Excluded Personnel Acknowledgement Form

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

Director of Finance and Operations (name)

(Signature)

(date)

Executive Director (name)

(Signature)

(date)

Director at Large (name)

(Signature)

(date)

Director of Finance and Operations (name)

(Signature)

(date)

General Manager (name)

(Signature)

(date)

Support and Administration Manager
(name)

(Signature)

(date)

TERMS OF REFERENCE

PERSONNEL COMMITTEE

1. Type

- a. Standing committee of the UVSS BoD with closed membership.
- b. Not open to members to attend.

2. Purpose

- a. Act as the primary liaison between the BoD and UVSS Staff.

3. Duties

- a. Review the performance of the General Manager **and Support and Administration Manager** against established objectives on an ~~on-going~~ **monthly** basis. ~~and~~
- b. **Provide semesterly reports to the Board of directors on the performance of excluded personnel.**
- c. Prepare an evaluation report for the BoD before the end of April each year and recommend any compensation adjustments.
- d. **Ensure that an independent/external compensation analysis is conducted for excluded positions every two years.**
- e. **Ensure that an independent/external 360 performance review of excluded personnel happens at least once every three years.**

- f. **Annually review the Excluded Personnel Policy and Excluded Personnel job descriptions and make policy proposals as needed.**
- g. Advise the General Manager in the hiring ~~and performance and compensation evaluations~~ of other excluded personnel.
- h. Advise the General Manager on addressing major personnel issues such as grievances, organizing changes and personnel management practices including hiring, evaluation and training.
- i. Ensure Board participation in recruitment panels for key vacancies.
- j. **Ensure that all members of Personnel Committee receive external training in non-profit management and effective management of non-profit executive directors (re: excluded personnel – not elected student directors) within six weeks of being elected to the Personnel Committee at the beginning of the board term. Ensure that ongoing training in these key areas happens for the duration of the board term.**
- k. Represent the Society in negotiations with all bargaining units certified to represent UVSS staff during bargaining and while serving as the third level of the grievance procedure under union contracts.

4. Membership

Voting Member:

- a. Director of Finance and Operations - ex officio and chair of the committee
- b. One [1] Executive Director elected by the BoD - ex officio and second chair of the committee
- c. One [1] Director At Large elected by the BoD

Non-voting Member:

- d. General Manager - ex officio

5. Voting

- a. Shall be assigned to the voting members designated in Section 4: Membership.

6. Quorum

- a. Shall be at least two [2] voting members of the committee.

7. Meetings

- a. Shall meet at least ~~one~~ **two times per** a month at date set by the chair of the committee or upon the call of the BoD.

8. Term of Office

- a. Shall be for the duration of the board of directors' term (May 1 – April 30) with an annual reset at the beginning of each board term.

FINANCE & OPERATIONS COMMITTEE

1. Duties

- a. Develop an annual budget for all UVSS operations that will be recommended to the BoD.
- b. Review all capital proposals and make recommendations to the BoD
- c. Review proposals and make recommendations to the BoD on any changes to operations in the Business Operations and Support and Administration Divisions.
- d. Create, implement and maintain non-revenue generating services for members.
- e. Review the annual audit and the month-to-month financial performance of UVSS operations.
- f. Make recommendations to the BoD on Health Plan and U-PASS administration and contract renewal.
- g. Make recommendations to the BoD on all significant matters of financial administration.
- h. Review all proposals and make recommendations to the BoD on all matters of sustainability, waste reduction and energy efficiency.
- i. Review financial and operational policy on an annual basis and make recommendations to Policy Development as needed.

- j. Oversee the maintenance, implementation and renewal of the UVSS strategic plan
- k. Collect and review data on indicators for the strategic plan, and any other indicators the committee finds critical for appraising the success of any strategic initiatives.
- l. Review the implementation of strategic initiatives, and propose new initiatives as required.
- m. Carry out regular consultations with staff, directors and students as required by the strategic plan.
- n. **Oversee the maintenance, implementation and renewal of business plans for the business units.**
- o. Carry out all other duties as directed by the BoD.

BOARD OF DIRECTORS

- 3.B.2. **The General Manager and Support and Administration Manager shall give a detailed verbal report on the status of strategic plan implementation, business plan implementation, and society finances and operations at least one Board meeting per semester. ~~month.~~**

Adopted BOD 1989/06/26

Amended BOD 2011/07/25