



MINUTES

University of Victoria Students' Society
Thursday, November 7th, 2019 – SUB B025, 6pm

ATTENDANCE: Sampson, Burd, Watts, Van Dyke, McGovern, MacGregor, Richins, Cook, Eaton, Reid-Friesen, Tubeishat, Ahluwalia, Granirer

Staff: Studney, James

1. CALL TO ORDER

Granirer called the meeting to order at 6:05pm.

2. LIVESTREAM

MOTION 2019/11/07: 01 - VAN DYKE/SAMPSON

WHEREAS the Director of Outreach and University Relations values the comfort and privacy of all Board members, and will only proceed with livestreaming Board meetings if they pass unanimously; therefore,

BIRT the Board approves the livestreaming of the November 7th, 2019 Board meeting on the UVSS Facebook page.

BIFRT this video be kept on the UVSS Facebook page until the minutes from this meeting are ratified.

MOTION CARRIED UNANIMOUSLY

3. LAND ACKNOWLEDGEMENT

Granirer acknowledged the territories.

4. ADOPTION OF AGENDA & MINUTES AND RATIFICATION OF DIRECTORS

a. Adoption of Agenda

- 2019/11/07

AGENDA ADOPTED VIA UNANIMOUS CONSENT

5. PRESENTATIONS & ANNOUNCEMENTS

- a. PRESENTATIONS**
- b. ANNOUNCEMENTS**

6. REPORTS

a. EXECUTIVE DIRECTOR

Strategic Plan Implementation, Society Finances & Operations (BoD Policy Section 1, Part 3.2.1)

b. COMMITTEES AND COUNCILS

- I. Advocacy Relations Committee
- II. Campaigns
- III. Clubs Council
- IV. Course Union Council
- V. Electoral
- VI. Events

- VII. Executive
- VIII. Finance & Operations
- IX. Member Outreach & Engagement
- X. Policy Development
- XI. SUB Marketing

- XII. SUB Occupants
- XIII. International Student Relations Committee
- XIV. Food Bank & Free Store
- XV. Peer Support Centre

c. CONSTITUENCY ORGANIZATIONS & NSU

- I. GEM
- II. NSU
- III. Pride

- IV. SOCC
- V. SSD

7. QUESTION PERIOD (15 mins)

8. MAIN MOTIONS

a. Priority business

RECOMMENDED BY POLICY DEVELOPMENT COMMITTEE

MOTION 2019/11/07: 02 - MCGOVERN/SAMPSON

WHEREAS at the November 4th, 2019 Board of Directors meeting, the Board approved the restructuring of excluded management positions to create an Administration and Services Manager; therefore, **BIRT** Board of Directors Policy Part 13 be amended to include finalized job descriptions, attached in Appendix A; and,

BIFRT all references to excluded management in Board of Directors Policy be updated to reflect the excluded managers' new job descriptions, duties, and organizational relationships.

MOTION TO AMEND - MCGOVERN/COOK

Add "recommended by policy development committee" to the motion.

MOTION CARRIED VIA UNANIMOUS CONSENT

MOTION CARRIED AS AMENDED

MOTION 2019/11/07: 03 - MCGOVERN/SAMPSON

BIRT nominations be opened to elect two directors to sit on the hiring committee for a new Executive Director.

Nominations:

- Eaton
- Burd

Acclaimed

MOTION 2019/11/07: 04 - MCGOVERN/SAMPSON

BIRT nominations be opened to elect two directors to sit on the hiring committee for a new Administration and Services Manager.

Nominations:

- Reid-Friesen
- Watts

Acclaimed

**MOTION TO MOVE IN CAMERA - WATTS/REID-FRIESEN
MOTION CARRIED**

The meeting moved in camera at 6:34pm.

- 9. **IN CAMERA**
 - a. **Legal**
 - b. **Personnel Committee Report**

**MOTION TO MOVE OUT OF CAMERA - SAMPSON/AHLUWALIA
MOTION CARRIED**

The meeting moved out of camera at 6:54pm.

10. MEETING TIMES

The next meeting scheduled by the Board of Directors is:
Monday, November 18th, at 6pm in Vertigo.

11. ADJOURNMENT

APPENDIX A

Executive Director - Summary of Duties & Job Description

EXECUTIVE DIRECTOR SUMMARY OF DUTIES

1. Collaboration with the General Manager and the Administration & Services Manager to ensure that the social enterprise (business units) supports and promotes the social mission of the UVSS
2. Strategic planning
3. Proactive avoidance of legal issues; communication of progress and recommendations regarding on-going legal actions
4. Insurance and risk analysis
5. Human Resources (HR) management and oversight
6. Oversight of cost centres and services including: General Office, Information Booth, Accounting, Zap Copy, SUBtext, advocacy groups, and affiliated organizations
7. Board-Staff relations, in collaboration with the General Manager
8. Legal, privacy, and financial compliance of the UVSS
9. Development of operational and financial policies, in collaboration with the General Manager and Administration & Services Manager
10. 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 and the Administration & Services 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, Information Booth, Zap Copy, SUBtext, Accounting, advocacy groups, and affiliated organizations.
3. Assumes administrative responsibility for the Society's cost centres and services, collaborating with the Administration & Services Manager as applicable.

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, Finance and Operations, Personnel, Policy Development, Campaigns, Membership Outreach and Engagement, Advocacy Relations, SUB Occupants, and SUB Business Marketing Committees. Co-chair the Occupational Health and Safety Committee.
9. Share role of Board point-of-contact with the Administration & Services Manager and General Manager, triaging as applicable.

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 grievance processes, etc.
2. Establish and maintain an HR infrastructure that ensures a positive, respectful, healthy and safe environment for all staff and stakeholders; work with the Administration & Services Manager and the General Manager as applicable regarding benefits, hiring and the development/tracking of staff performance evaluations.
3. Oversee all human resources matters for cost-centres and services as per the Collective Agreement.
4. In collaboration with the General Manager, participate in union relations and Collective Agreement negotiations as needed.
5. 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.
6. Foster engaged collaboration and communication between Excluded Managers, directors, and staff, particularly in reference to the strategic plan.
7. In collaboration with the Administration & Services Manager, ensure all cost centre, service, advocacy group, and affiliated organization staff are given an orientation and receive adequate direction, training, supervision, and evaluation.
8. Coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.
9. Collaborate as necessary with the Administration & Services Manager and General Manager related to hiring.

Financial Planning & Management

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

2. Participate in the development of operational and financial policies with Policy Development Committee.
3. Collaborate with the Manager of Accounting and Payroll to develop annual financial statements for audit and ensure the successful conclusion of an unqualified annual audit.
4. Collaborate with the General Manager and the Manager of Accounting and Payroll to provide regular financial analyses, projections and reporting to the Board of Directors, Executive Committee, and Finance and Operations Committee.
5. Collaborate with the General Manager and the Manager of Accounting and Payroll to oversee cash, inventory, and reporting controls in services.
6. 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.
7. 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.
8. Ensure staff consult fully with Finance and Operations Committee for Board capital expenditures for UVSS services including producing business cases for new initiatives.
9. Serve as a signing authority for the Society.

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.
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), Equity and Human Rights, Counselling and Health Services, Development Office, Housing and Conference Services).
8. Maintain and foster joint or 'partnership' initiatives with UVic that support UVSS objectives.

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, working with the Administration & Services Manager as applicable.

Other

1. Collaborate with the General Manager in pursuit of revenue-generating opportunities for SUB facilities and services.
2. Handle inquiries and advise the Director of Student Affairs related to UVSS clubs, Course Unions and PDU's.
3. Set personal performance objectives and priorities with the Personnel Committee that support the strategic plan.
4. Develop and implement hardware and software systems relating to the position, 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 experience in human resource management, including experience managing in a unionized environment and comprehensive understanding of labour management, collective bargaining and collective agreements.
6. 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.
7. Minimum 3 years' experience with financial reporting and budget management across multiple departments or operations within an organization.
8. Demonstrated knowledge of the statutory and regulatory framework governing universities and student associations.
9. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society.
10. Demonstrated understanding of disability, gender, sexuality, race, and class, and a commitment to creating safer spaces.

11. Demonstrated experience with collaborative group decision-making frameworks.
12. Demonstrated understanding of anti-oppressive and inclusive organizing practices.

General Manager – Summary of Duties & Job Description

GENERAL MANAGER SUMMARY OF DUTIES

1. Chief of Staff
2. Collaboration with the Executive Director and the Administration & Services Manager to ensure that the social mission of the UVSS supports and promotes the social enterprise
3. Strategic and related business planning
4. Oversee all business units: Cinecenta, Munchie Bar, Food Services (Main Kitchen, Bean There, International Grill, Health Food Bar), Catering & Conference Services, Felicia's Campus Pub
5. Lead union relations and Collective Agreement negotiations
6. Lead contract negotiations relating to business operations
7. Product review and development
8. Board-staff relations, in collaboration with the Executive Director
9. Oversight/coordination of SUB maintenance, facilities and renovations
10. Develop operational and financial policies that relate to business operations
11. Sustainability, waste reduction, energy efficiency
12. 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 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 and Felicia's Campus Pub
3. Assumes overall administrative responsibility for the Society's business units, collaborating with the Administration & Services Manager as applicable regarding marketing.
4. Primary contact for union and associated relations.

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 and Policy Development, and SUB Occupants.

8. Participate in development of policies and procedures related to business management.
9. Provide support to the Director of Events and UVic Grad Class in the areas of contract negotiation, logistics, security, budgeting, and risk management in collaboration with the Executive Director.
10. Share role of Board Point-of-Contact with the Executive Director and Administration & Services Manager, triaging as applicable.

Business Planning & Financial Management

1. Develop and implement business plans (working with the Administration & Services Manager as applicable regarding Marketing) 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 and the Manager of Accounting and Payroll 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. Ensure proper recording of inventory, sales, personnel and other matters by business unit managers.
7. Oversee all aspects of business unit finances, including managing annual budgetary and capital planning for direct reports.
8. Ensure department managers consult fully with the Finance & Operations Committee regarding financial matters, particularly capital expenditures, including producing business cases for new initiatives.
9. Serve as a signing authority for the Society.

Marketing & Communications

1. Collaborates with and provides input as applicable to the Administration & Services Manager regarding the provision of leadership and strategic advice to business unit managers in the development of marketing strategies for annual business plans.
2. Ensures quality initiatives for marketing, customer service, and product development that align with members' needs; collaborates with the Administration & Services Manager regarding marketing.

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. Actively pursue revenue-generating opportunities for SUB facilities and services.

Human Resource Management

1. Collaborate with the Executive Director and the Administration & Services Manager in human resource management and in developing and improving HR policy and procedures.
2. In collaboration with the Executive Director, 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. Lead Collective Agreement negotiations and assume role of primary contact/liason for union relations.

4. Foster collaboration and communication between management, directors, and staff, particularly in reference to the strategic plan.
5. Oversee all aspects of the business units' human resources as per the collective agreements.
6. In collaboration with the Administration & Services Manager, ensure all staff for business operations undergo an orientation and are given adequate direction, training, supervision and evaluation.
7. In collaboration with the Executive Director, coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.
8. Collaborate as necessary with the Administration & Services Manager and Executive Director related to hiring.

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, Purchasing, Athletics and Facilities Management, 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. Develop and implement hardware and software systems relating to the position, ensuring consistency and integration. Ensure there are adequate information technology resources available to meet operational needs of the Society.
3. Other duties as assigned by the Board of Directors or Executive Committee.

PERSONAL CHARACTERISTICS:

The General Manager should demonstrate all of the following: Adaptability: A willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.

1. 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.
2. Build Relationships: Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
3. Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
4. Creativity/Innovation: Develop new and unique ways to improve the social enterprise and to create new opportunities.
5. Focus on Members' Needs: Anticipate, understand, and respond to the needs of members to meet or exceed their expectations within the organizational parameters.
6. Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance the effectiveness of the social enterprise.
7. Lead: Positively influence others to achieve results that are in the best interest of the organization.
8. 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.
9. Organize: Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
10. Plan: Determine strategies to move the social enterprise forward, set goals, create and implement actions plans, and evaluate the process and results.

11. Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.
12. 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.

Administration & Services Manager - Summary of Duties & Job Description

ADMINISTRATION & SERVICES MANAGER SUMMARY OF DUTIES

1. Collaboration with the Executive Director and the General Manager to ensure that the social mission of the UVSS supports and promotes the social enterprise
2. Development, oversight and tracking of long-term strategic plan for businesses in collaboration with the General Manager, Executive Director and Department Managers.
3. SUB management plans
4. Contract negotiations relating to cost centres and tenants
5. Oversight of cost centres and services including: Board of Directors and Communications, Peer Support Centre, Food Bank, Graphic Design, and tenants.
6. Human resources administration including staff hiring, orientation, training, performance evaluations, training, administration of employee benefits, employee leave summary tracking, policy maintenance/update, and maintenance of personnel files
7. Oversight and support of business and Board marketing, communication and graphics
8. Board liaison, support, orientation and policy maintenance
9. Board-staff relations, in collaboration with the Executive Director and General Manager

ADMINISTRATION & SERVICES 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 Administration & Services Manager is responsible for Administrative, HR, Board Liaison, Business Management and Marketing support across the Society, in cooperation with the Executive Director and 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 Ombudsperson, Board of Directors and Communications, and Graphic Design Departments.
3. Assumes administrative responsibility for the Society's cost centres with respect to contract negotiations, renovations, etc.; liaises with the Executive Director as necessary
4. Manages the Society's tenants, overseeing contract negotiation and organizational issues.

DUTIES:

Leadership & Governance

1. Participate annually with the Excluded Management and Board of Directors in developing a vision and strategic plan to guide the Society.
2. Ensure that the relevant goals of the strategic plan are continually being executed and reviewed.
3. Attend Board meetings when needed, and serve as ex-officio member of Executive, Electoral, Personnel, SUB Occupants, Ombudsperson, SUB Business Marketing, Campaigns, Outreach, and Events Committees.
4. Liaise with Board and share role of Board Point-of-Contact with the Executive Director and General Manager, triaging as applicable.
5. In collaboration with the Policy Development Committee, review and update Board policy as needed.
6. Organize and coordinate annual Board orientations.
7. Administer the logistics and hiring of relevant UVSS Electoral Office staff.
8. Participate in the development of policies and procedures related to business management and marketing.

Human Resource Administration

1. In collaboration with the Executive Director, develop, update and maintain HR infrastructure with respect to HR policy, orientation and training plans, and staff performance evaluations.
2. Administer and track staff benefits plan.
3. Track use of employee leave entitlements and maintain confidential personnel files.
4. Oversee and handle staff hiring and permanent staff orientations, in collaboration with the Executive Director and General Manager as applicable.
5. Coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.

Business/Cost-Centre Administration

1. Lead and participate in the long-term year strategic plan for businesses.
2. Develop and maintain SUB management plans.
3. Negotiate and administer contracts relating to cost centres and tenants; be the main liaison with tenants and occupants.
4. Advise on organization of work orders for various departments.

Marketing, Communications & Graphics

1. Collaborating with the General Manager and Executive Director as applicable, provides leadership and strategic advice to business unit managers in the development of marketing strategies for annual business plans.
2. Collaborating with the General Manager, ensures quality initiatives for marketing with members' needs.
3. Oversees marketing planning and communication strategies related to the Board.
4. Works with the Art Director to ensure that marketing, communications, branding, and digital services of the Board of Directors and businesses are creative, innovative, relevant, and high quality.
5. Support Board for time management of work-orders and related administration.

Other

1. Develop and implement hardware and software systems relating to the position, ensuring consistency and integration. Ensure there are adequate information technology resources available to meet operational needs of the Society.
2. Set personal performance objectives and priorities with the Personnel Committee that support the strategic plan.
3. Other duties as assigned by the Board of Directors or the Executive Committee.
4. Serve as a signing authority for the Society.
5. Main point of contact for Ombudsperson inquiries.

PERSONAL CHARACTERISTICS:

The Administrative Manager 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 management role in a non-profit organization.
2. Relevant bachelor's degree (e.g. Business Administration/Commerce) or equivalent combination of education and experience.
3. Experience facilitating and supporting strategic and business planning efforts.
4. Board and governance support and liaison experience.
5. Hands on experience in human resource administration (particularly with respect to performance management and benefits), including experience within a unionized environment.
6. Full-cycle recruitment experience and knowledge, ideally within a unionized environment.
7. Demonstrated knowledge of federal and provincial legislation applicable to non-profit organizations including: employment standards, human rights, health coverage etc.
8. Experience providing and overseeing operational and administrative requirements.
9. Contract negotiation and administration experience.
10. Knowledge of computer hardware and software issues (PC and Mac) is preferred.
11. Demonstrated experience with collaborative group decision-making frameworks.
12. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society.
13. Demonstrated understanding of disability, gender, sexuality, race, and class, and a commitment to creating safer spaces.
14. Demonstrated understanding of anti-oppressive and inclusive organizing practices.