

Excluded Managers Policy

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1 Administration & Management Philosophy

1.1 Preamble

a. The UVSS is a values-based, mission driven non-profit social enterprise that is founded on the principle of equity and exists for the purpose of advancing the interests of students. The Society's core principles, values, vision, and mission are outlined in the current UVSS Strategic Plan. Excluded personnel shall ensure that 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.

b. 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.

c. 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.

d. 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.

e. 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.

1.2 Excluded Personnel

f. The following personnel are considered excluded personnel:

1. General Manager
2. Executive Director
3. Human Resources and Administrative Services Manager
4. Constituency Groups Director

2 Compensation

2.1 Preamble

a. The Society is committed to establishing and maintaining competitive salaries for excluded managers, 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 at least every three years.

b. As a values-based organization 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, Human Resources and Administrative Services Manager, and Executive Director. The Society does not support a system of compensation where there is clear inequity between the lowest paid employee and the highest paid employee.

2.2 Salary Increases

c. 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 the increase in the current cost of living allowance (COLA).

d. Corrective adjustments in addition to COLA can be made if it is justified by the job market and is supported by survey data provided by an independent compensation analyst conducted within the last three years. 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 an 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 salary increase.

e. All changes to excluded management salaries shall follow the following process:

- **i.** Personnel Committee shall recommend changes to compensation which will be presented to the Board of Directors while in camera.
- **ii.** While in camera, the Board of Directors shall review the most recent market analysis conducted by a third party and performance review.
- **iii.** After the recommended changes to compensation are presented in camera, the chair of Personnel Committee shall motion that the Board of Directors approves the changes to compensation.
- **iv.** The motion to approve the changes to compensation shall require the support of a majority of the Board of Directors present and voting.
- **v.** The changes to compensation shall be entered into the minutes as an appendix if the motion of the Board of Directors passes.
- **vi.** If the changes to compensation are not approved, any record of the proposed changes shall remain confidential and shall not be entered into the minutes.
- **vii.** Except for in exceptional circumstances as detailed below, changes to excluded management salary shall only occur in March or April and will take effect in the fiscal year following the changes.

f. In exceptional circumstances, Personnel Committee may recommend a change in compensation to the Board of Directors when an excluded

manager's existing job duties are altered or the volume of work increased. This request must be accompanied with a change to the excluded manager's job description or the minutes of a motion which requested that an excluded manager take on additional duties. Motions for exceptional additional compensation shall require a two-thirds [2/3] majority vote of the Board of Directors.

2.3 Bonuses

a. 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.

b. The Society does not support bonuses for the following reasons:

- **i.** 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.
- **ii.** 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."
- **iii.** The drive to attain short-term and possibly less substantive outcomes can undermine more meaningful purposes if that's where the reward lies.
- **iv.** 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.

3 Benefits

3.1 Preamble

a. 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.

b. 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 unionized employees.

3.2 Excluded Personnel Benefits

a. Excluded personnel shall receive the following benefits:

1. Extended health benefits
2. Dental plan
3. Group life insurance plan

4. Long-term disability plan
5. Pension Plan
6. Medical Services Plan of BC for employees and dependents.
7. Identical benefits outlined in 28.3 General Benefits of CA with USW.

b. 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.

4 Vacation Entitlement & Office Holidays

a. Excluded personnel shall be entitled to 20 working days of vacation upon being hired. This shall increase by 1 working day per year of continuous service to a maximum of 34 working days. The entitlement shall be prorated when service is less than full-time.

b. Excluded personnel may carry over a maximum of 10 unused vacation days at the end of the calendar year. Excluded personnel cannot be paid out for unused vacation days until they cease to be an employee of the university.

c. When an excluded employee is on vacation and a paid general holiday occurs during that period, the holiday shall not count as a day of vacation.

d. It is the responsibility of the Personnel Committee to ensure that excluded employees have the opportunity to take their basic vacation entitlement annually. The Personnel Committee shall ensure that vacation is scheduled consistent with work requirements, and whenever possible in response to an excluded employee's preferences for vacation periods.

e. In the event of termination, vacation entitlement shall be calculated up to the final date of employment. The Personnel Committee shall determine whether any unused entitlement is granted as vacation days prior to the termination date or granted as pay in lieu. Where vacation used exceeds vacation entitlement on the date of termination, the employee shall pay back the value of the excess days.

f. The Personnel Committee shall keep records of actual vacation days used by excluded employees, along with the dates of commencement and completion.

g. Excluded employees shall be entitled to office holidays as observed in the Collective Agreement.

h. Excluded managers shall ensure that vacation does not overlap in a way that would substantially interfere with the normal functions of the University of Victoria Students' Society.

5 Leave

5.1 Preamble

a. All leave benefits shall be prorated if the excluded manager is less than full-time.

b. Excluded managers shall be entitled to Leaves related to Pregnancy, Pregnancy Leave Top-up, Parental, Parental Leave Top-up, Personal, Incarceration, Medical and Dental Care, Bereavement, Funeral,

Compassionate, Personal Effects of Violence, and Gender-Affirming Medical, as observed in the Collective Agreement.

5.2 Sick Leave

- **a.** Excluded personnel shall be granted paid leave when unable to work due to illness to a maximum of 24 days per calendar year.
- **b.** Accumulated sick days may also be used in extenuating medical circumstances where the employee has exhausted their current sick leave and requires additional time off due to surgery or treatments related to life threatening conditions that require a significant recovery period.
- **c.** If an employee's inability to perform their 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.
- **d.** 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.
- **e.** 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.
- **f.** 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.
- **g.** Probationary excluded personnel shall be entitled to sick leave at the rate of two days per month for full-time service.

5.3 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.

6 Professional Development

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

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

c. 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.

d. Travel expenses, accommodation and per diems may be charged against an excluded employee's annual professional development allocation, at the discretion of Personnel Committee.

e. Excluded employees are expected to spend at least 35 hours on professional development per year.

7 Travel Expenses

a. The Society will compensate employees other than those paid by commission for reasonable travel expenses incurred in the conduct of approved Society business.

b. The Society shall pay excluded employees per diems when working outside the Capital Region and shall include travel days. The amount paid shall be $30.00 per day when meals are provided and $75.00 per day when meals are not provided. Individual meal allowances shall be as follows: fifteen dollars for breakfast, twenty dollars for lunch and forty dollars for dinner.

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.

8 Evaluation

8.1 Purpose of the Performance Review Process

a. 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.

b. 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.

8.2 Responsibility & Training

- **a.** The Personnel Committee, under the leadership of the Director of Finance and Operations, shall conduct an ongoing annual performance review for the excluded managers.
- **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 excluded personnel.

8.3 Process & Timeline

- **a.** Every year Personnel Committee shall execute a complete review of the excluded managers. The annual performance review process shall commence no later than July 1. The results of this review shall be communicated to excluded managers and presented to the Board in April.
- **b.** The internal review process shall follow the processes outlined in the UVSS Performance Program for Excluded Management.
- **c.** The Personnel Committee shall meet regularly with excluded managers to ensure that their performance is aligned with their job descriptions, the strategic plan, and the priorities of the current Board.
- **d.** The Personnel Committee shall give a report and solicit input on excluded managers' performance to the Board of Directors on a semesterly basis. Ideally these reports shall be given at the first board meetings in September and December, with a final summary review to be presented to the Board no later than the first board meeting in April.
- **e.** The General Manager, Human Resources and Administrative Services Manager, and Executive Director shall give a detailed verbal report on the finances and operations of the Society to the Board of Directors on a semesterly basis. Ideally these reports shall coincide with the Personnel Committee's semesterly performance reports to the Board.
- **f.** Personnel committee shall conduct an external performance and compensation review of excluded personnel every three years. This shall be a full 360 review which shall collect feedback and input from all directors, staff, and stakeholders. The next external reviews must begin no later than July 15, 2023.

8.4 Relationship to the Strategic Plan

- **a.** 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.

8.5 Appraisal

a. 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.

8.6 Overcoming Bias/Personality Conflict

a. 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.

8.7 Mutual Goal Setting

a. 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.

8.8 Addressing Performance Issues in a Positive Fashion

a. 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.

9 Corrective Action

a. 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.

b. 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). Additionally, managers have a right to a congenial work environment where their privacy is respected. As such, the board should respect their obligation to maintain the privacy of personnel by only discussing these matters in camera. When in doubt, the Director of Finance and Operations shall consult qualified legal counsel with knowledge of current employment law.

c. Concerns with performances or conduct

- **i.** Except for in the instance of organizational restructuring, the decision to terminate will generally be based on concerns with performance or conduct. Personnel committee is responsible for looking into these concerns and initiating the performance improvement process, in addition to the progressive discipline process.
- **ii.** All persons shall submit all complaints in writing to be investigated by Personnel Committee before corrective action is taken. The complaint shall include specific instances of underperformance and/or unacceptable action taken by the manager, dates and times where possible, and the contact information of the complainant.

d. Performance Improvement Process

- **i.** Once individuals' concerns with an excluded manager are validated, a Performance Improvement Plan shall be created by Personnel Committee and the excluded manager to help the manager improve work performance, and formalize the process for doing so.
- **ii.** Performance Improvement Plans shall focus on short-term goals for improvement. The 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).
- **iii.** Throughout the agreed-upon time frame, Personnel Committee shall monitor and provide feedback to the excluded manager.
- **iv.** If performance does not improve in the time-frame agreed to, it may be extended (by mutual consent in writing); the progressive discipline process may be initiated (if inappropriate conduct warrants it); and/or (depending upon the seriousness of the performance circumstances), the manager may be dismissed.

e. Progressive Discipline Process

- **i.** The Progressive Discipline Process is initiated when an excluded manager conducts themselves in a manner that goes against one or more of the UVSS policies or values (i.e., misconduct).
- **ii.** Personnel Committee must first determine the magnitude of the issue (e.g., minor, moderate, or severe). In doing so, Personnel Committee must

consider the seriousness and/or frequency of the issue, the manager's work and conduct history, and the impact of the manager's actions on the society. This will determine what step of the Progressive Discipline Process is initiated.

1. The first step in the Progressive Discipline Process is a verbal warning. Personnel Committee shall make it explicitly clear to the excluded manager that it is a verbal warning. The date, time, and nature of the incident will be recorded and placed in the excluded manager's personnel file. Focus should be placed on preventing the incident from occurring again.
2. The second step in the Progressive Discipline Process is a written warning. This will occur if the manager's performance and/or conduct has failed to improve within a reasonable time period. In a meeting with the manager and the chair of personnel committee, the manager should be given a letter with an explanation of both the reasons for the warning and the consequences of not improving in the area or correcting the problem within a specified period of time.
3. Suspension shall only be used when an investigation of a severe misconduct is underway and the details of the issue are not fully known or clear. In this instance, time off should be with pay.
4. Upon investigation, termination may be determined.

f. Non-Voluntary Termination

i. Non-voluntary termination with cause shall be recommended to the Board of Directors by Personnel Committee. Non-voluntary termination shall be determined through the Performance Improvement or the Progressive Discipline Process and be consistent with the terms and conditions of the excluded management contract (if applicable). With cause means either the manager engaged in egregious behavior (e.g. theft, sexual harassment, etc.) or that the manager did not meet expectations during the last step of the progressive discipline process. Without cause means that there are no performance related or substantiated concerns with the conduct of the manager and therefore proper notice needs to be provided consistent with the terms and conditions of the excluded manager's contract (if applicable).

1. The first step in the termination process is the decision to terminate. This shall be determined by Board of Directors upon the recommendation of Personnel Committee through the performance improvement or progressive discipline process. Once the decision has been made, a letter shall be created to notify the manager of their termination with the input of an outside HR company or legal counsel.
2. The second step in the termination process is a termination meeting between the excluded manager and Personnel Committee. This shall be a private meeting to review the reasons for termination as outlined in the letter.

3. The final step in the termination process is communication of the excluded manager's departure from the organization. The termination of the excluded manager must not be communicated to anyone outside of the Board of Directors and Personnel Committee until the termination meeting has been completed. When communicating the manager's departure from the society, it is imperative that no specific details why the manager has been terminated are communicated.

10 Executive Director - Summary of Duties & Job Description

10.1 EXECUTIVE DIRECTOR SUMMARY OF DUTIES

a. Collaboration with the General Manager and the Human Resources & Administrative Services Manager to ensure that the social enterprise (business units) supports and promotes the social mission of the UVSS
b. Strategic planning
c. Proactive avoidance of legal issues; communication of progress and recommendations regarding on-going legal actions
d. Insurance and risk analysis
e. Human Resources (HR) management and for the departments they oversee.
f. Oversight of the General Office, affiliated organizations as well as advocacy groups through the Constituency Groups Director.
g. Oversight of the Policy, Research and Communications staff and Graphics Department.
h. Board-Staff relations, in collaboration with the General Manager and HRASM
i. Legal, privacy, and financial compliance of the UVSS.
j. Development of operational and financial policies, in collaboration with the General Manager.
k. University Relations, in collaboration with the General Manager.

10.2 EXECUTIVE DIRECTOR JOB DESCRIPTION

a. **JOB PURPOSE:**
    1. 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 Human Resources & Administrative Services Manager.
b. **ORGANIZATIONAL RELATIONSHIPS:**
    1. Reports and is responsible to the Board of Directors through the Personnel Committee.
    2. Provides administration responsibility for, and the leadership and management of staff in the General Office, Graphics and Communications departments and affiliated organizations.

10.3 DUTIES

a. 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, and Advocacy Relations.
9. Share role of Board point-of-contact with General Manager, triaging as applicable.

b. Human Resource Planning & Management

1. Collaborate and assist in establishing and maintaining an HR infrastructure that ensures a positive, respectful, healthy and safe environment for all staff and stakeholders; work with the Human Resources & Administrative Services Manager and the General Manager as applicable regarding benefits, hiring and the development/tracking of staff performance evaluations.
2. In collaboration with the General Manager and Human Resources & Administrative Services Manager, participate in union relations and Collective Agreement negotiations as needed.
3. Foster engaged collaboration and communication between Excluded Managers, directors, and staff, particularly in reference to the strategic plan.
4. In collaboration with the Human Resources & Administrative Services Manager, ensure all staff in departments they oversee are given an orientation and receive adequate direction, training, supervision, and evaluation.
5. Coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.
6. Support the Human Resources & Administrative Services Manager in the planning of annual Board orientation.
7. Collaborate as necessary with the Human Resources & Administrative Services Manager and General Manager related to hiring.

c. **Financial Planning & Management**
    1. Ensure proper financial controls, processes and reporting in groups they oversee as well as Clubs and course unions
    2. Participate in the development of operational and financial policies with the Policy Development Committee.
    3. Collaborate with the General Manager where needed to support the development of the Society's annual budget. Ensure costs or surpluses are within budget, except where prior approval of the Finance and Operations Committee or the Board is obtained.
    4. Serve as a signing authority for the Society.
d. **Community Relations & Advocacy**
    1. With the Constituency Groups Director, 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.
e. **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 Human Resources & Administrative Services Manager as applicable.
f. **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 FSS.
3. Set personal performance objectives and priorities with the Personnel Committee that support the strategic plan.
4. Act as a signing authority for the Society.
5. Other duties as assigned by the Board of Directors or the Executive Committee.

10.4 PERSONAL CHARACTERISTICS

a. 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 their 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.

10.5 QUALIFICATIONS

- **a.** Minimum five years of progressive management experience in a senior management role in a non-profit organization leading a large staff.
- **b.** Must have relevant bachelor's degree or equivalent combination of education and experience. Master's degree is preferred.
- **c.** Demonstrated knowledge of leadership and management principles as they relate to non-profit organizations.
- **d.** Demonstrated experience leading strategic planning.
- **e.** Demonstrated experience in human resource management, including experience managing in a unionized environment and comprehensive understanding of labour management, collective bargaining and collective agreements.
- **f.** Demonstrated knowledge of federal and provincial legislation applicable to non-profit organizations including: employment standards, human rights, charities etc.
- **g.** Minimum 3 years' experience with financial reporting and budget management across multiple departments or operations within an organization.
- **h.** Demonstrated knowledge of the statutory and regulatory framework governing universities and student associations.
- **i.** Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society.
- **j.** Demonstrated understanding of disability, gender, sexuality, race, and class, and commitment to creating safer spaces.
- **k.** Demonstrated experience with collaborative group decision-making frameworks.
- **i.** Demonstrated understanding of anti-oppressive and inclusive organizing practices.

11 General Manager – Summary of Duties & Job Description

11.1 GENERAL MANAGER SUMMARY OF DUTIES

- a. **Lead advisor dealing with grievances and collective bargaining.**
- **b.** Collaboration with the Executive Director and the **Human Resources & Administrative** Services Manager to ensure that that the social mission of the UVSS supports and promotes the social enterprise
- **c.** Strategic and related business planning
- **d.** Oversee all business units: Cinecenta, Munchie Bar, Food Services (Main Kitchen, Bean There, The Grill, (HFB) Health Food Bar), Catering & Conference Services, Felicia's Campus Pub, Zap, Subtext and the Accounting department.
- **e.** Lead contract negotiations relating to business operations
- **f.** Product review and development
- **g.** Board-staff relations, in collaboration with the Executive Director

h. Oversight/coordination of SUB maintenance, facilities and renovations
i. Develop operational and financial policies that relate to business operations
j. Sustainability, waste reduction, energy efficiency
k. University Relations, in collaboration with the Executive Director

11.2 GENERAL MANAGER JOB DESCRIPTION

a. JOB PURPOSE:

1. 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.

b. 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, The Grill, (HFB) Health Food Bar), Purchasing, Catering and Conference Services, Cinecenta, Munchie Bar Felicita's Campus Pub, Zap, Subtext and the Accounting department.
3. Assumes overall administrative responsibility for the Society's business units, collaborating with the Executive Director as applicable regarding marketing.
4. Primary contact for union and associated relations.

11.3 DUTIES

a. Leadership & Governance

1. Lead union relations and Collective Agreement negotiations.
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. Identify, assess, and inform the Board of Directors of internal and external issues that affect the Society's operations.
4. Act as a professional advisor to the Board of Directors on all aspects of the Society's business activities.
5. Increase revenues of the social enterprise (business units) by managing staff; establishing and accomplishing business objectives.
6. 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.
7. Participate in development of policies and procedures related to business management.

8. 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.
9. Share role of Board Point-of-Contact with the Executive Director, triaging as applicable.

b. Business Planning & Financial Management

1. Develop and implement business plans to establish and maintain the financial viability of the business units.
2. Accomplish objectives by establishing plans, budgets, and results measurements; allocating resources; reviewing progress; making mid-course corrections.
3. Ensure proper financial controls, processes and reporting in business units.
4. Collaborate with the 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 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.
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. Negotiate and administer contracts relating to and tenants; be the main liaison with tenants and occupants.
10. Serve as a signing authority for the Society.

c. Marketing & Communications

1. Ensures quality initiatives for marketing, customer service, and product development that align with members' needs; collaborates with the Executive Director regarding marketing.

d. Building Operations

1. Proactively work to improve sustainability, waste reduction, and energy efficiency of the SUB and its operations.
2. As primary liaison with UVic Facilities Management, manage Student Union Building (SUB) renovations, maintenance, security, utilities, building adaptations, and signage.
3. Actively pursue revenue-generating opportunities for SUB facilities and services.

e. Human Resource Management

1. Collaborate with the Executive Director in human resource management and in developing and improving HR policy and procedures.
2. In collaboration with the Human Resources & Administrative Services Manager, 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 the role of primary contact/liaison for union relations.
4. Foster collaboration and communication between management, directors, and staff, particularly in reference to the strategic plan in collaboration with the Executive Director.
5. Oversee all aspects of the business units' human resources as per the collective agreements.
6. In collaboration with the Human Resources & Administrative Services Manager, ensure all staff for business operations undergo an orientation and are given adequate direction, training, supervision and evaluation.
7. Coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.
8. Collaborate as necessary with the Human Resources & Administrative Services Manager and Executive Director related to hiring.

f. 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.

g. 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 business operation, ensuring consistency and integration.
3. Other duties as assigned by the Board of Directors or Executive Committee.

11.4 PERSONAL CHARACTERISTICS

h. 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 their 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.

11.5 QUALIFICATIONS

- **a.** Must have relevant bachelor's degree or equivalent combination of education and experience. Master's degree is preferred.
- **b.** Minimum five years management experience serving mid to large sized businesses, non-profits, social enterprises, or cooperatives.
- **c.** Demonstrated understanding of social enterprise business models.
- **d.** Demonstrated experience in project management.
- **e.** Demonstrated experience in building maintenance and operations.
- **f.** Demonstrated experience in marketing management, strategy, and planning.
- **g.** Demonstrated experience in human resources and labour management.

h. Demonstrated commitment and initiative in providing a high standard of customer service.
i. Demonstrated strong initiative and entrepreneurial mindset in improving services, efficiencies and revenue generation.
j. Demonstrated business management expertise.
k. Demonstrated communications, and dispute resolution skills.
l. Demonstrated management experience in the food/beverage/entertainment/retail sector.
m. Demonstrated experience in managing projects involving creative design, information technology, and multi-stakeholder initiatives.
n. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society is preferred.
o. Demonstrated understanding of disability, gender, sexuality, race, and class, and a commitment to creating safer spaces.
p. Demonstrated experience with collaborative group decision-making frameworks.
q. Demonstrated understanding of anti-oppressive and inclusive organizing practices.

12 Human Resources & Administrative Services Manager – Summary of Duties & Job Description

12.1 HUMAN RESOURCES AND ADMINISTRATIVE SERVICES MANAGER SUMMARY OF DUTIES

a. 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 including health and safety.
b. Promote work culture by leading staff engagement activities, initiatives, and events.
c. Support employees and managers by providing and interpreting HR policies and processes.
d. Oversight of the Info Booth including any contracts related to the service.

12.2 HUMAN RESOURCES & ADMINISTRATIVE SERVICES MANAGER JOB DESCRIPTION

a. JOB PURPOSE:
1. In accordance with the Society's mission, vision and values, this position coordinates and oversees in all areas of HR, including performance management, equity, diversity and inclusion, recruitment and retention, compensation, learning and development, employee wellbeing, occupational health and safety, employee and labour relations, and change management**,** in cooperation with the Executive Director and the General Manager. .

b. ORGANIZATIONAL RELATIONSHIPS:
1. Reports and is responsible to the Board of Directors through the Personnel Committee.

2. Provides administrative responsibility, leadership and management of staff in the Ombudsperson's Office, and the Info Booth.
3. Co-chair the Occupational Health and Safety Committee.

12.3 DUTIES

a. Leadership & Governance

1. Attend Board meetings when needed, and serve as ex-officio member of Electoral, Personnel, SUB Occupants, Ombudsperson Committees.
2. Update the list of Directors on the BC Societies Registry on an as needed basis**.**
3. In collaboration with the Policy Development Committee, review and update Board policy as needed.
4. Organize and coordinate annual Board orientations with the Executive Director.
5. Administer the logistics and hiring of relevant UVSS Electoral Office staff.

b. Human Resource Administration

1. Develop, update and maintain HR infrastructure with respect to HR policy, orientation and training plans, and staff performance evaluations.
2. Keep track of UVSS emergency hires (e-hires).
3. Maintains, prepares and tracks required employee forms and documentation, including new hire, benefits, credentials, certifications, personal success, and performance management.
4. Maintain historical resource records by designing a filing and retrieval system, keeping past and current records.
5. Promote work culture by leading and coordinating staff engagement activities, initiatives, and events.
6. Maintain employee communication through appropriate channels.
7. Support employees and managers by providing and interpreting HR and Occupational Health and Safety policies and processes.
8. Record employee complaints and conduct investigations when needed.
9. Support and track compensation and benefits of perm and term employees.
10. Track use of employee leave entitlements and maintain confidential personnel files.
11. Lead the full life cycle of staff and board members, including recruitment, hiring, job postings, onboarding, compensation and benefits, leave management, personal success, performance management, and termination.
12. Research, maintain knowledge, analyze trends and provide recommendations in compensation, benefits, employee wellness, learning and development, support technology and employment law to ensure the organization attracts and retains values-driven people who feel purposeful, supported and like the belong.

13. Lead, develop, execute, and maintain UVSS employee handbook, and HR occupational health and safety policies and processes.
14. Co-chair and provide administration support for Occupational Health and Safety meetings, including recording and sharing minutes, conducting monthly health and safety inspections, recording observations and reporting hazards on the health and safety inspection report, and distributing reports in compliance with legislation
15. Monitor compliance for mandatory health and safety training for all new employees and annual refresher for existing staff.
16. Hold responsibility for the security and integrity of facilities and other assets.
17. Coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.
18. Serve as the primary resource to the Health and Dental and U-Pass Appeals Committee. Troubleshoot problems regarding plan administration with the Director of Finance and Operations and the plan providers.

c. Other

1. Develop and implement hardware and software systems relating to the society, 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. Main point of contact for Ombudsperson on day to day matters and key member of Ombuds Advisory Committee.
4. Consistent member and advisor to the Electoral Committee to help ensure the Electoral Office is supported.
5. Hold record and track both on-site and in remote working sites, devices and other assets used by all staff.
6. Other duties as assigned by the Board of Directors or the Personnel Committee.
7. Serve as a signing authority for the Society.

12.4 PERSONAL CHARACTERISTICS

d. The Human Resources & Administrative Services 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 Staff Needs: Anticipate, understand, and respond to the needs of staff 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.

12.5 QUALIFICATIONS

e. Minimum three years of human resource administration (particularly with respect to performance management and benefits), including experience within a unionized environment. Minimum three years of progressive management experience in a management role in a non-profit organization.

f. Relevant bachelor's degree (e.g. **HR or Public Administration**) or equivalent combination of education and experience. **A CPHR would be an asset.**

g. Full-cycle recruitment experience and knowledge, ideally within a unionized environment.

h. Demonstrated knowledge of federal and provincial legislation applicable to non-profit organizations including: employment standards, human rights, health coverage etc.

i. Experience providing and overseeing operational and administrative requirements.

j. Contract negotiation and administration experience.
k. Knowledge of computer hardware and software issues (PC and Mac) is preferred.
l. Demonstrated experience with collaborative group decision-making frameworks.
m. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society.
n. Demonstrated understanding of disability, gender, sexuality, race, and class, and a commitment to creating safer spaces.

13 Constituency Groups Director - Summary of Duties & Job Description

13.1 CONSTITUENCY GROUPS DIRECTOR SUMMARY OF DUTIES

a. The Director of Constituency Groups provides managerial oversight, as well as operational and administrative support to UVSS Constituency Groups, the Native Students' Union (NSU), Clubs, Course Unions and the Affiliated Organizations of the UVSS including helping to coordinate their projects, events, campaigns, programming, goals and other initiatives.

13.2 CONSTITUENCY GROUPS DIRECTOR JOB DESCRIPTION

a. ORGANIZATIONAL RELATIONSHIPS:

1. Reports to the UVSS Executive Director.
2. Works in collaboration with the Director of Student Affairs and UVSS Accounting to review and approve budgets.
3. Works in collaboration with UVSS Marketing and Communications to develop and approve outreach materials for Constituency Groups, the Native Students' Union (NSU) and the Affiliated Organizations.
4. Oversees UVSS Constituency Groups, the Native Students' Union and the Affiliated Organizations.
5. Assists the Director of Student Affairs in the Administration, financial administration and risk management of Clubs and Course Unions.
6. Ex officio, non-voting member of Advocacy Relations Committee (ARC).

b. ORGANIZATIONAL BACKGROUND:

1. Founded in 1964, the University of Victoria Students' Society (UVSS) is an incorporated membership based non-profit that is autonomous from the University and provides advocacy, services and events to all undergraduate students at UVic.

13.3 DUTIES

a. Group Operations

1. Support the day-to-day operations of UVSS Constituency Groups, the Native Students' Union, and the Affiliated Organizations. This includes, but is not limited to: program development, planning events, providing oversight to budgets, and conducting outreach to their respective constituents.
2. Attend Advocacy Relations Committee (ARC) meetings, and meet with relevant student representatives when required.
3. Work with Constituency Group, the NSU Coordinators, and the Affiliated Organizations to ensure advertising and marketing materials in conjunction with the UVSS Graphics department.
4. Work closely with the Director of Student Affairs, and the Manager of Accounting on Constituency Group, the NSU, and the Affiliated Organizations financial operations.
5. Ensure proper financial controls, processes and reporting in groups they oversee as well as Clubs and Course Unions.
6. Advise Constituency Group, the NSU, and the Affiliated Organizations Coordinators and volunteers of governance mechanisms and processes.
7. Provide advice on the interpretation and application of the UVSS' and Constituency Groups' and the Affiliated Organizations constitutions, bylaws and policies.
8. Develop, uphold and/or update policies and procedures that identify the roles and responsibilities of UVSS Constituency Groups, NSU, Clubs and Course Unions, and Affiliated Organizations.
9. Propose policy and bylaw amendments to the ARC, in collaboration with the Director of Student Affairs.
10. Assist Constituency Group, the NSU and Affiliated Organizations Coordinators with their respective Board recruitment and orientations.
11. Facilitate/Mediate Constituency Group, the NSU or the Affiliated Organizations member conflicts, or conflict among Constituency Group, the NSU, Clubs and Course Unions, and/or the Affiliated Organizations staff.
12. Assist the Coordinators in coordinating and hosting outreach events for Constituency Groups, NSU and Affiliated Organizations on campus
13. Assist Constituency Groups the NSU and the Affiliated Organizations with volunteer resource management

b. Planning and Administration

1. Implement/update office procedures and systems within each constituency group for better functionality.
2. Monitor department budgets and maintain a cost-effective operation.
3. Propose strategies and practices to enhance member engagement and members' understanding of the important role of Constituency Groups, The NSU, and Affiliated Organizations.
4. Compile and assist Constituency Groups, NSU and Affiliated Organizations in writing annual reports by setting deadlines, determining content standards and training Constituency Group, NSU Coordinators and Affiliated Organizations on writing annual reports, and reviewing and approving before it is published on UVSS websites.
5. Collaborate with Marketing and Communications on department needs, including web content, brochures, backgrounders, presentations and other written communication materials, including the Annual Report.
6. Organize and implement an annual Constituency Groups and NSU training program for ARC executives.
7. Assist the Director of Student Affairs with semesterly meetings with Club and Course Unions and ensure expectations are clearly communicated.
8. In collaboration with Constituency Group, NSU and Affiliated Organizations Coordinators, develop, maintain, and update Coordinator Manuals.
9. Liaise with UVic staff and departments to ensure communication and effective collaboration between Constituency Groups, NSU, Affiliated Organizations and the university.
10. Work with the Executive Director to ensure that Constituency Groups, NSU, Clubs and Course Unions, and Affiliated Organizations have adequate liability and insurance.

c. Supervision/Management

1. Perform managerial and supervisory duties for Coordinators of UVSS Constituency Group the NSU, and Affiliated Organizations and other staff within these groups. Managerial duties include hiring and performing progressive discipline if needed to relevant staff members. Supervisory duties include project management, supporting, and developing Coordinators in Constituency Groups, the NSU and Affiliated Organizations by providing feedback and training.

2. Organize monthly Constituency Group the NSU and Affiliated Organizations Coordinator meetings, and bi-weekly one on ones with each Constituency Group, the NSU and Affiliated Organizations teams to ensure effective communication, create meaningful staff support, and promote organizational awareness.
3. Schedule individual one-on-ones with staff members on an as-needed basis.
4. Research various systems to encourage efficiency within the Constituency Groups and Affiliated Organizations
5. Research professional development opportunities and maintain up-to-date knowledge of industry trends.
6. Set personal performance objectives and priorities with the Personnel Committee that support the strategic plan.
7. Ensure that staff follow all UVSS policies and procedures, notifying the Executive Director of any breaches.
8. Other duties as assigned by the Executive Director.

13.4 QUALIFICATIONS

a. Required:

1. Degree or diploma in a relevant social science discipline, or an equivalent combination of education, training and experience.
2. Two-years' demonstrated experience leading outreach and/or communications, including, but not limited to: relationship-building, promotions, and communicating with diverse audiences or stakeholders using a variety of tactics.
3. Two years of experience working in a supervisory role in a non-profit setting.
4. One year of experience developing and monitoring budgets.
5. Strong conflict management and leadership skills.
6. Strong interpersonal skills are required; must effectively communicate with others (written and verbal).
7. Ability to organize time and priorities with limited supervision.
8. Ability to work cooperatively with others
9. Demonstrated experience working with paid and volunteer staff using collaborative group decision-making frameworks and anti-oppressive and inclusive organizing practices.
10. Demonstrated experience with Microsoft Office and Google applications, website content management systems, email marketing applications, and other related software and applications.
11. Demonstrated strong project management, organizational skills, and ability to use resourceful thinking to juggle multiple technically

complex and challenging projects with conflicting deadlines in a fast-paced environment.

12. Demonstrated experience working within intersectional anti-imperialist frameworks and organizing principles, including, but not limited to: social justice, decolonization, anti-racism, gender and sexual diversity, anti-ableism, and accessibility.
13. Demonstrated experience maintaining confidential information.
14. Excellent written, presentation and oral communication skills.
15. Demonstrated ability to work independently with little supervision.

This is an Excluded Manager position. The University of Victoria Students' Society is an equal opportunity employer.

14 Policy Review

a. 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).

b. This policy review must occur:

- **i.** Once annually within the first 8 weeks of election of the personnel committee, and
- **ii.** At any time the policy is amended.

Appendix A: Excluded Personnel Acknowledgement Form

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

Director of Finance and Operations (name)	(Signature) (date)
Lead Director – Personnel (name)	(Signature) (date)
Director at Large - Personnel (name)	(Signature) (date)
General Manager (name)	(Signature) (date)
Executive Director (name)	(Signature) (date)
Human Resources and Administrative Services Manager (name)	(Signature) (date)