



# **Voting Directors Accountability Manual**

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# 1. Organization Essentials

## 1.1 Mission Statement

We are the students of George Brown College, committed to supporting each other in the struggle for students' rights, the pursuit of quality education and the provision of services in a safe, equitable and accessible environment.

## 1.2 Organizational Mandate

The Student Association functions as the central student government representing the interests of all George Brown College students. The Student Association focuses on representation, advocacy, delivery of services and the operation of businesses to support its overall mandate. The Student Association's basic objectives shall be:

- a. To build a united student movement among the students of George Brown College regardless of gender, religion, ethnicity, language, ability, sexual orientation, age or socio-economic status.
- b. To provide a democratic forum to voice students' concerns and issues.
- c. To provide the opportunity for students to unite in various student groups to address concerns specific to particular constituencies of the Student Association.
- d. To facilitate cooperation among all students and student groups to work towards common goals on a cooperative basis.
- e. To voice the students' perspective on issues at the College, municipally, provincially, and federally and to represent the students' interests at all levels.
- f. To promote awareness of pertinent College activities and policies.
- g. To strive towards a high-quality education by providing optimal support services accessible to all students.

# 2. Board Structure and Style

## 2.1 Structure of the SAGBC Board

The manual has been developed by the Student Association of George Brown College (SAGBC) and applies to all voting members of the Board of Directors (Board) of the association, including:

- a. Executives Members (3)
  - i. Director of Communications and Internal
  - ii. Director of Operations
  - iii. Director of Education and Equity
- b. Educational Centre Representatives (7)
  - i. Arts, Design and Information Technology Educational Centre Representative
  - ii. Business Educational Centre Representative

- iii. Community Services and Early Childhood Educational Centre Representative
- iv. Construction and Engineering Technologies Educational Centre Representative
- v. Health Sciences Educational Centre Representative
- vi. Hospitality and Culinary Arts Educational Centre Representative
- vii. Preparatory and Liberal Studies Educational Centre Representative

## **2.2 Governing Style**

The Board will approach its task with a style that emphasizes outward vision rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, and proactivity rather than reactivity. In this spirit, the Board will:

- a. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendance, respect for clarified roles, speaking to management and the public with one voice and self-policing of any tendency to stray from the governance structure and process adopted in these Board policies.
- b. Be accountable to its Members for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment.
- c. Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for Board performance.

## **3. Board Job Description and Responsibilities**

### **3.1 Board Job Description**

The job of the Board is to lead the organization toward the desired performance and assure that it occurs. The Board's specific contributions are necessary for proper governance. To perform its job, the Board shall:

- a. Determine the mission, values, strategies and major goals/outcomes and hold the General Manager accountable for developing a staff strategic plan based on these policies.
- b. Determine the parameters within which the General Manager is expected to achieve the goals/outcomes.
- c. Monitor the performance of the organization relative to the achievement of the goals/outcomes.
- d. Maintain and constantly improve all on-going policies of the Board in this Manual.
- e. Select, fairly compensate, nurture, and evaluate annually the General Manager, who functions as the Board's sole agent.
- f. Ensure financial solvency and integrity through policies and behavior.
- g. Require periodic financial and other external audits to ensure compliance with the law and good practices.

- h. Evaluate and constantly improve the Board's performance as the governing board and set expectations for individual involvement as volunteers.

### **3.2 Board Responsibilities**

The students of George Brown College empower the Student Association and its elected representatives to represent their interest and provide effective services. The Student Association Board of Directors are accountable to the members of the Student Association – the students.

As elected representatives, the Directors are accountable for the following:

- a. Upholding the By-laws, Code of Conduct and all Policies and Procedures.
- b. Conduct themselves in a professional, respectful and ethical manner as outlined in the Code of Conduct and this manual.
- c. Overseeing the sound management of the Student Association of George Brown College as a corporation and as a community organization.
- d. Being responsible for the finances and financial management of the organization both directly and through agents and officers.

### **3.3 Executive Committee Responsibilities**

The key functions of the Executive Committee are the following:

- a. Overseeing the implementation of the strategic direction of the Board of Directors.
- b. Coordinating the work of committees of the Board.
- c. Supervising the General Manager and, through him or her, the staff.

## **4. Relationship between Board / General Manager / Staff**

### **4.1 Delegation to the General Manager**

While the Board job is generally confined to establishing the broadest policies, implementation and subsidiary policy development is delegated to the General Manager.

- a. All Board authority delegated to staff is delegated through the General Manager, so that all authority and accountability of staff – as far as the Board is concerned – is considered to be the authority and accountability of the General Manager.
- b. The sections of this manual define the acceptable boundaries of prudence and ethics within which the General Manager is expected to operate. The General Manager is authorized to establish guidelines and procedures, make all decisions, and develop all activities as long as they are consonant with any reasonable interpretation of the Board and organization policies.
- c. The Board may change its policies during any meeting, thereby shifting the boundary between Board and General Manager domains. Consequently, the Board may change the latitude of choice given to the General Manager, but so

long as any particular delegation is in place, the Board and its members will respect and support the General Manager choices. This does not prevent the Board from obtaining information in the delegated areas.

#### **4.2 General Manager Job Description**

The role of the General Manager is to design, develop and implement strategic plans in a cost-effective and time-efficient manner. The General Manager is also responsible for the day-to-day operation of the Association, including managing staff and developing business plans in collaboration with the Board for the future of the Association. The General Manager is accountable to the Board and reports to the board on a regular basis.

Job activities include but not limited to:

- a. Determining staffing requirements for organizational management and program delivery.
- b. Overseeing the implementation of the human resources policies, procedures and practices including the development of job description for all staff.
- c. Recruit, interview and select staff that have the right technical and personal abilities to help further the organization's mission in collaboration with executive members.
- d. Implementing a performance management process for all staff that includes monitoring the performance of staff on an on-going basis and conducting an annual performance review.
- e. Working with staff and the Board (Finance and Operations Committee) to prepare a comprehensive annual budget.
- f. Developing a business plan to carry out the Board's strategic plan.
- g. Participating in fundraising activities as appropriate.
- h. Approving expenditures within the authority delegated by the Board.
- i. Ensuring that sound bookkeeping and accounting procedures are followed.
- j. Administering the funds of the organization according to the approved budget and monitoring the monthly cash flow of the organization.
- k. Providing the Board with comprehensive, regular reports on the revenues and expenditure of the organization.
- l. Ensuring that the organization complies with all legislation covering taxation and withholding payments.
- m. Maintaining the business affairs of the Association in accordance with policies and procedures approved by the Board.
- n. Attending all meetings of the Board of Directors when requested, as well as meetings of committees and interest groups as a staff resource.
- o. Providing the necessary liaison and staff support to committee, task force, and interest group chairs to enable them to perform their functions properly.
- p. Assisting in developing, with the Director of Communications and Internal, agendas for Board meetings and preparing and distributing relevant material for meetings to all Board members.
- q. Preparing annual and quarterly work-plans and reports for the Board as per the fiscal year.

- r. Facilitating, advising, and supporting the action plans for all units of the Association.

#### **4.3 Monitoring General Manager Performance**

Monitoring executive performance is synonymous with monitoring organizational performance against Board policies on goals/outcomes. Any evaluation of General Manager performance, formal or informal, should be derived from these monitoring data.

The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information that does not do this shall not be considered monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.

A given policy may be monitored through direct board inspection (Board member, Board committee or whole Board).

#### **4.4 Communication and Counsel to the Board**

With respect to providing information and counsel to the Board, the General Manager shall keep the Board informed about matters essential to carrying out its policy duties. Accordingly, the General Manager shall:

- a. Inform the Board of relevant trends, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established, always presenting information in as clear and concise formats as possible.
- b. Relate to the Board as a whole except when fulfilling reasonable individual requests for information or responding to committees duly charged by the Board.
- e. Report actual or anticipated material noncompliance with any policy of the Board as soon as it is deemed essential to the mission and goals.

#### **4.5 Employee Roles**

The key to a successful Student Association is to have employees and students working together with a sincere caring for students' well-being as well as a clear understanding of their respective roles within the organization.

While many full-time employees work closely with student leaders, all full-time employees report directly to the General Manager or Managers. The General Manager reports to the Executive Committee and the Board of Directors.

### **5. Director Reporting**

#### **5.1 Attendance Reporting**

It is the responsibility of each Voting Director to contact the Director of Communications and Internal to report any absences or tardiness prior to the start of the scheduled work day.



## **5.2 Board reports**

Each Voting Director shall provide a standard written report at each meeting of the Board of Directors. The report shall include but not be limited to:

- a. A summary of hours worked.
- b. A summary of attendance at committees, events, and meetings of the Student Association of the College.
- c. A summary of progress on tasks assigned by the Board of Directors or a Committee.
- d. A summary of ongoing work.
- e. A summary of accomplishments.
- f. A summary of assistance needed from Board, Executive and Staff members.

If a Board report for a designated monthly meeting of the Board of Directors is not submitted to the Director of Communications and Internal in a timely manner for presentation at that meeting, that voting director will be penalized at the discretion of the Executive Committee.

## **5.3 Committee Reports**

Each Chair of a standing or *ad hoc* committee of the Board of Directors shall provide a standard written report at each meeting of the Board of Directors. The report shall include but not be limited to:

- a. A list of the Committee's meeting dates.
- b. An attendance list from each Committee meeting.
- c. A summary of important business discussed by the Committee.
- d. A summary of ongoing work of the Committee.
- e. Any motions or recommendations for the Board of Directors.

If a Committee report for a designated monthly meeting of the Board of Directors is not submitted to the Director of Communications and Internal in a timely manner for presentation at that meeting, that Chair will be penalized at the discretion of the Executive Committee.

## **5.4 Personal Files**

An individual personal file for each voting Director shall be held at the corporate office and monitored by the Director of Communications and Internal and or General Manager. The record shall consist of the job description, a record of the individual's elections and appointment, the individual's Board Reports and any notes of commendation or discipline.

The file shall be maintained as part of the permanent record of the Student Association and can be accessed upon written request to the Director of Communications and Internal and or General Manager. A Director ceasing to serve as such may be entitled to a copy of the file or parts thereof, at the discretion of the Director of Communications and Internal.

## **5.5 Authority for Appointment to the Board of Directors**

The Executive Committee shall be responsible for coordinating and making recommendations for all appointments of new members to fill vacant positions of the Board of Directors. All appointments shall be in accordance to the bylaw and subject to approval by the Board of Directors. All individuals can contest the decision of the Executive Committee to the Board of Directors.

## **5.6 Resignation**

It is recommended that an executive member provide the Board of Directors with at least one month notice and a director resigning from a position within the SA provide the Executive Committee with at least two weeks' written notice.

# **6. Voting Director Duties**

## **6.1 Duties of Director Communications and Internal**

The Director of Communications and Internal shall:

- i. Shall be the official spokesperson of the corporation to the general public, George Brown College, campus groups, and at College functions.
- ii. Oversee the keeping of records of meetings, policies, membership and any other records required by law.
- iii. Work with General Manager and Executive Committee to ensure the viability of the organizational structure of the corporation.
- iv. Aid the General Manager and Executive Committee in the creation and removal of positions within the organizational structure of the staff.
- v. Monitor all Board of Director personnel files and related HR documents.
- vi. Be responsible for calling at least one (1) General Meeting of the Members, and minimum monthly meetings of the Board of Directors.
- vii. Will work with the Director Operations to monitor the performance of Voting Directors to ensure adherence to By-Laws, Constitution, Director Remuneration Policy, Policies and Procedures Manual, Voting Director's Accountability Manual, Voting Director's Code of Conduct and Conflict of Interest Policy, and other subsequent governing documents.
- viii. Will ensure that the Board follows its own rules and those legitimately imposed upon it by statute or regulation and bringing forward any deviations from the Bylaws by its directors.
- ix. Will work with the Director Operations to develop, implement and improve methods of evaluating Board Member performance based on the information provided within the monthly board reports, accountability review report, and direct feedback from directors.
- x. Shall be responsible for ensuring that all activities and endorsements of the Board reflect the anti-oppressive mandate of the corporation
- xi. Act as Chair of Communications & Internal Committee.

- xii. Act as Chair of the Executive Committee.
- xiii. Act as Chair at meetings of the Board where an externally appointed Chairperson is unavailable.
- xiv. Serve as a primary liaison of the corporation on College Council and as a member.
- xv. Serve as a Board representative on the Dialog Editorial Committee.
- xvi. Actively participate in any other committees or ad hoc working groups external to the corporation, as per request or demand.
- xvii. Receive grievances regarding directors and act as Chair of the Board Mediation Committee.
- xviii. Sit on appropriate hiring committees.
- xix. Assist with training of all appointed board members and board members elected during by elections.
- xx. Serve as a signing officer of the Student Association.
- xxi. Learn and understand current legislation and governing policies of the corporation.
- xxii. In conjunction with Operation Manager review the presentation of the monthly newsletter to ensure it is presentable and contains all relevant information for students and is sent out in a timely manner
- xxiii. Work in conjunction with the Managers and Executives to plan an advertising strategy for activities and events and ensure they are promoted.
- xxiv. Develop, in conjunction with the Communications Committee, marketing and public relations strategies for the SA.
- xxv. Collect monthly content from directors for publications of the corporation.
- xxvi. Serve as the primary representative responsible for encouraging student participation in elections of the Board of Directors, activities and events.
- xxvii. Work in an advisory capacity with Dialog and ensuring that the Dialog is operating within the outlines of the corporation's mission and mandate.
- xxviii. With the Communications Committee, plan and recommend updates for web, social media and publications.
- xxix. Shall work with the Director Education and Equity to develop political and equity based campaigns.
- xxx. Work in conjunction with Director of Education and Equity to plan an advertising strategy for activities and events and ensure they are promoted to the Board and the membership
- xxxi. Provide written report on work and future work to Board of Directors monthly using the approved board report template.
- xxxii. Complete a transition report summarizing the year's deliverables, key contacts, and works in progress and presents the report to the General Manager and incoming director of the same position during the mandatory transitional training.
- xxxiii. Shall receive a remuneration of \$17 per hour
- xxxiv. Shall meet the obligations of a 37.5-hour work week, and is available to work a minimum of 24 out of 37.5- hours during regular office hours of the corporation on a consistent and predictable basis
- xxxv. The remuneration shall be adjusted each year based on CPI increases.

## 6.2 Duties of Director Operations

The Director of Operations shall:

- i. Review monthly financial statements and be informed on the financial position of the SA and provide a report of financial position to of the Corporation, to Board meetings monthly or as otherwise require.
- ii. In conjunction with the Director Communications & Internal, will collect and review board reports and present an accountability report to the Board of Directors at monthly meetings of the Board.
- iii. Present budgetary updates to Executive Committee and Board of Directors when directed.
- iv. Make recommendations on capital expenditures and budgetary issues to the Finance Committee.
- v. In conjunction with the executive team work to ensure an events calendar that reaches all programs and all campuses is produced and disperses budget reasonably and equitably among campuses.
- vi. In conjunction with SA departments, Finance Coordinator and the Finance Committee prepare the annual budget for presentation to the Board of Directors.
- vii. Review domestic health and dental student insurance plan on a semi-annual basis and makes recommendations to the Board.
- viii. Collaborate with Member Services Coordinator and stakeholders to ensure student needs are addressed in health plan negotiations.
- ix. Review international and ESL health and dental student insurance plan on a semi-annual basis and make recommendations to the Board.
- x. Review and monitor the SafeWalk and Sales programs
- xi. Sit on the SafeWalk Advisory
- xii. Review and, if necessary, oversee merchandise sales, including, but not limited to Run GBC, movie ticket sales and bar operations.
- xiii. Make recommendations concerning auditor appointment and present audited financial statements annually at the Fall General Meeting.
- xiv. Will ensure that the Board follows its own rules and those legitimately imposed upon it by statute or regulation and will bring forward any deviations from the Bylaws by its directors.
- xv. Present any proposed ancillary fee changes to Finance Committee and make recommendations to the Board.
- xvi. In conjunction with the Director Communication and Internal, review applications for co-sponsorship and make recommendations to the Executive Committee for approval.
- xvii. Will work with the Director Communications & Internal to monitor the performance of Voting Directors to ensure adherence to By-Laws, Constitution, Director Remuneration Policy, Policies and Procedures Manual, Voting Director's Accountability Manual, Voting Director's Code of Conduct and Conflict of Interest Policy, and other subsequent governing documents.
- xviii. Will work with the Director Communications & Internal to develop, implement and improve methods of evaluating Board Member performance based on the

- information provided within the monthly board reports, accountability review report, and direct feedback from directors.
- xix. Shall represent the organization on relevant College committees and taskforces concerning uses of College space, security and admissions.
  - xx. Shall be responsible for ensuring that all activities and endorsements of the Board reflect the anti-oppressive mandate of the corporation
  - xxi. In conjunction with the executive team, monitor events budget and adhere to budgetary limitations.
  - xxii. Chair the Finance and Operations Committee.
  - xxiii. Serve as a member of the Labour Relations Committee.
  - xxiv. Serve as a member of the Executive Committee.
  - xxv. Serve as a member of the College Council Committee
  - xxvi. Serve as a member of the Safewalk Advisory Board.
  - xxvii. Serve as a member of appropriate hiring committees.
  - xxviii. Receive grievances regarding Directors and serve as a member of the Board Mediation Committee.
  - xxix. Serve as a member of and actively participate in any other committees or ad hoc working groups, external to the corporation, as per request or demand.
  - xxx. Serve as a signing officer of the corporation.
  - xxxi. Assist with training of all appointed board members and board members elected during fall by-elections.
  - xxxii. Provide written report on work and future work to Board of Directors monthly using the approved board report template.
  - xxxiii. Complete a transition report summarizing the year's deliverables, key contacts, and works in progress and present the report to the General Manager and incoming Directors of the same position during the mandatory transitional training.
  - xxxiv. Shall receive a remuneration of \$17 per hour
  - xxxv. Shall meet the obligations of a 37.5-hour work week, and is available to work a minimum of 24 out of 37.5- hours during regular office hours of the corporation on a consistent and predictable basis
  - xxxvi. The remuneration shall be adjusted each year based on CPI increases.

### **6.3 Duties of Director Education and Equity**

The Director Education and Equity shall:

- i. Serve as the primary representative to the Canadian Federation of Students.
- ii. Provide regular updates and information concerning the initiatives, activities, services and campaigns of the Canadian Federation of Students to members and council Board.
- iii. Chair the Education Advisory group and report to the executive committee
- iv. Serve as a member of the Executive Committee.
- v. Serve as a member of the College Council Committee

- vi. Serve as a member of and actively participate in any other committees or ad hoc working groups, external to the corporation, as per request or demand.
- vii. Work in conjunction with the educational representative and the community action centre and community care centre staff to create annual campaigns plan to raise awareness concerning current student issues. To be included in the Executive annual plan and submitted by the Fall
- viii. Support the organization campaign plans and implement campaign activities and events on all campuses and the College student residence.
- ix. Provide information to student groups concerning Student Association initiatives.
- x. Shall be responsible for ensuring that all activities and endorsements of the Board reflect the anti-oppressive mandate of the corporation
- xi. In conjunction with the Academic Coordinators advocate for student academic rights on all campuses.
- xii. In conjunction with the Academic Coordinators, assist with the recruitment, selection and training of students to carry out appeals on all campuses.
- xiii. Maintain awareness of the areas of student complaints and reasons and inform the education advisory group.
- xiv. Track all student appeals and complaints and prepare a report for the Student Association Board of Directors and College each semester.
- xv. Review and recommend changes to the College academic / educational policies and seek input and suggestions from the Board.
- xvi. Establish positive working relationships with Coordinators, Chairs, Directors and Deans.
- xvii. In coordination with educational representatives, plan and implement program based forums.
- xviii. Provide written report on work and future work to Board of Directors monthly using the approved board report template
- xix. Complete a transition report summarizing the year's deliverables, key contacts, and works in progress and present the report to the General Manager and the incoming Director of the same position during the mandatory transitional training.
- xx. In conjunction with the Director of Communications and Internal, create advertising plans for advocacy and appeals services.
- xxi. Support clubs and student networks administration, including ratification and de-ratification in conjunction with the staff review and recommend Clubs Policies updates to Communications and Internal Committee as needed.
- xxii. Ensure the development and maintenance of an accessibility checklist and equity checklist to be applied to the corporation as a whole for the purpose of ensuring all activities, events, and initiatives of the corporation are safe, accessible, and equitable.
- xxiii. Shall work with the Director Communications and Internal and the Director Equity to develop political and equity based campaigns.
- xxiv. Shall receive a remuneration of \$17 per hour

- xxv. Shall meet the obligations of a 37.5-hour work week, and is available to work a minimum of 24 out of 37.5-hours during regular office hours of the corporation on a consistent and predictable basis
- xxvi. The remuneration shall be adjusted each year based on CPI increases.

#### **6.4 Duties of Educational Centre Representatives**

The Educational Centre Representatives shall:

- a. Participate in and give feedback at monthly Board of Directors meetings
- b. Provide written Report on work and future work to Board of Directors monthly using the approved board report template.
- c. Establish and maintain positive working relationships with Coordinators, Chairs, Directors and Deans in respective programs.
- d. Ensure students in your constituency are aware of who you are and how to contact you.
- e. Act as a liaison between the Student Association and your area of representation by bringing student feedback, issues and concerns to the BOD and through formal communication and advisory group meetings and following through to ensure they are being addressed.
- f. Inform students of the services of the corporation and upcoming events and campaigns.
- g. Connect members with appropriate supports within the corporation, as well as within the College
- h. Plan and implement program based forums, with the support of the Director Education and Equity and submit a proposal for Executive approval
- i. Hold other Board Members and Executives accountable.
- j. Advocate on behalf of students facing issues in respective programs, with the support of the Director Education and Director Equity.
- k. Shall work alongside SA Staff to promote events, campaigns and organization's priorities.
- l. Maintain membership on at least one standing committee.
- m. Act as an ambassador of the corporation at SA events and activities and solicit feedback from students.
- n. Attend and actively participate in all meetings of the board and or sub committees of the Board.
- o. Complete a transition report summarizing the year's deliverables, key contacts, and works in progress and present the report to the General Manager and incoming Director of the same position during the mandatory transitional training.
- p. Receive a remuneration of \$15 per hour and meet the obligations of a 10-hour work week during the period of May 1 to April 30.
- q. The remuneration shall be adjusted each year based on CPI increases.

## **7. Standing Committees of the Board**

In accordance with section 1.03 of the By Laws, The Board of Directors shall be assisted by committees. Standing Committees of the Board are appointed for the life of the Board of Directors and can be created, amended or dissolved upon an amendment to the constitution.

Standing Committees of the Board must approve and send to the Board of Directors minutes of all meetings for acceptance with a corresponding report given by the committee Chair to outline committee activities. Staff and other guests may be invited to participate in the Standing Committees, but only Board members will be eligible to vote.

### **7.1 Operations Committee**

#### **i. Composition**

- a. Director of Operations – Chair
- b. Two Board members and one (1) Executive appointed at caucus
- c. General Manager, non-voting
- d. Staff resource person, non-voting

#### **ii. Mandate**

The Finance and Operations Committee responsibilities and duties to oversee budgetary needs, all spaces, retail, vending activity and operational items including technology resources, and the Finances of the Student Association as well as the Policies and Procedures governing the above.

The committee's main objective is to develop and amend policies and governance procedures to be clear, concise and comprehensive. The committee shall:

- a. Develop and review fiscal procedures.
- b. Develop and review procedures for allocation of space and rental of spaces to vendors.
- c. Conduct annual budgeting with staff and other Board members; prepare a draft budget for consideration by the Board.
- d. Make recommendations to the Board concerning the finances of the organization.
- e. Monitor the finances and budget at each committee meeting.
- f. Ensure that all expenditures are within the applicable budget lines.
- g. Reallocate budget line items to ensure expenditures are within approved limits.
- h. Ensure that any changes to staffing, compensation, full-time or ongoing part-time appointments are brought to the Board for approval.
- i. Ensure that any major change in the budget must be approved by the Board or the Executive Committee.
- j. Present monthly financial statements to the Board of Directors highlighting any major expenses or changes in revenue.
- k. Provide minutes of all committee meetings to the Board for acceptance.



## **7.2 Health Plan Committee**

In addition, the Director of Operations responsibilities and duties are to oversee, develop and review the Health Plan to insure that it is functioning in the best interest of the membership.

- a. Director of Operations, Chair
- b. Director of Communication and Internal, Co-Chair
- c. Manager(s)
- d. Staff Resource

The Committee shall:

- i. Ensure that the Health Plan is consistent with the Student Association mandate and mission statement.
- ii. Review the Health trends of Students in Ontario to ensure that Students have appropriate Health and Dental coverage.
- iii. Review the Health and Dental Plan benefits on a yearly basis and offer new health options to students if needed while ensuring that additional premiums are affordable.
- iv. Ensure that the health plan fee charged to students offers the best coverage for the money they are being charged.
- v. Establish Health Plan Fees in conjunction with the Finance Committee for approval by the Board of Directors.
- vi. Make decisions in regards to Student Health Plan Appeals.
- vii. Report to the Board of Directors the Status and health of the Benefits plan.
- viii. Oversee the Health Plan Fund.
- ix. Compare health plan providers yearly for the best possible service to students.
- x. Work with the college to ensure that fees are collected and remitted to the Student Association in a timely manner.
- xi. Create policies and procedures around the Health and Dental Plan and present them to the Board of Directors for approval.
- xii. Invite individuals such as the George Brown College Representatives or Insurance Representative as required

## **7.3 Communications Committee**

### **i. Composition**

- a. Director of Communications and Internal– Chair
- b. Two Board members and one (1) Executive appointed at caucus
- c. General Manager, non-voting
- d. Legal Counsel and/or College Representative (as necessary), non-voting
- e. Two substitutes determined at caucus, order 1<sup>st</sup> and 2<sup>nd</sup>

### **ii. Mandate**

The Communication Committee responsibilities and duties are to oversee, develop and review all HR procedures and documents as they pertain to the organization's part-time student staff, casual and contract staff, professional full-time staff and the elected members of the Board of Directors.

The Committee will also oversee the review, development and maintenance of the organization's governing documents including the By-laws, Constitution, Policies and Procedures Manual and this Voting Directors Accountability Manual. The committee shall:

- a. Comply with the Student Association mission and equity statement and adjust as necessary.
- b. Develop and improve recruitment protocols for the Board and Staff.
- c. Develop and improve Hiring and Termination protocols in accordance with the Ontario Employment Standards Act.
- d. Develop and improve Workplace health and safety policies in accordance with the Ontario Occupational Health and Safety Act.
- e. Advise in the development and budgeting stages of Salary and Wage administration in accordance with the Ontario Employment Standards Act.
- f. Oversee the employee benefits and services.
- g. Review and develop the Staff Grievance Protocol and the Staff Disciplinary Protocol.
- h. Develop and improve Professional Development policies for all Student Association Voting Directors and employees.
- i. Develop and improve the Performance Appraisal tools utilized by the organization.
- j. Adhere to the provisions of all Student Association policies and procedures, including but not limited to this Voting Directors Accountability Manual, Student Employment Human Resources Manual and the Full-Time Human Resources Manual Review and assess the adequacy of the corporate governance guidelines of the organization and recommend any proposed changes to the Board.
- k. Review all policies and procedures on an annual basis and update where needed.
- l. In conjunction with the Board, Student Association and *ad hoc* Committees, develop policies and procedures for consideration and approval by the Student Association Board of Directors
- m. Monitor the approved Student Association structure and ensure that new positions for staff of the Board are not created without the approval of the Board of Directors.
- n. Provide minutes of all committee meetings to the Board for acceptance.

#### **7.4 Labour Management Committee**

## **Composition**

The purpose of the Labour/Management Committee (the “Committee”) is to discuss items of concern to management or employees and to promote cooperation between the Union (OPSEU) and the Employer in advancing the conditions defined in this Agreement. The Committee shall not have the power to alter, amend or modify the specific terms of this Agreement

- a. Director of Operations
- b. Director of Communications and Internal
- c. Management Staff
- d. Legal Counsel
- e. OPSEU President
- f. Union stewards ( 2employees)

## **7.5 Elections Committee**

### **i. Composition**

The Elections Committee will be as follows: --General Manager (or designated manager) -Two Members of the Board, as determined through a nomination and vote taken by the Board of Directors, requiring a two-thirds majority vote. -Chief Returning Officer (CRO) of the Elections.

- i. The General Manager shall be the Chair of the committee until a Chief Returning Officer is appointed.
- ii. Upon the appointment of a Chief Returning Officer, the Chief Returning Officer shall be the chair of the committee; and
- iii. The General Manager shall ensure that administrative practices and procedures of the student association is carried out by the Chief Returning Officer, and shall be the principal contact and supervisor of the Chief Returning Officer.

### **ii. Mandate**

The key function of the Elections Committee is to plan, organize, and coordinate elections and by-elections of the Student Association. The Committee shall:

The Elections Committee will be empowered to:

- a. Hire the Chief Returning Officer (CRO).
- b. Recommend election dates to the Board.
- c. Publicise important election dates and information.
- d. Oversee logistics of the elections.

- e. Solicit feedback from members regarding the Elections Process in each year.
- f. To study the recommendations of the CRO and ensure they are fully considered; review good practices from previous elections and be responsible for implementing any recommendations approved by the Board.
- g. Maintaining and updating the BPM;
- h. Secure office space for the CRO to work.
- i. Members of the Elections Committee are not permitted to seek office with the Federation and must remain neutral during the election process.
  - a. In conjunction with the CRO and DRO's, co-ordinate all advertising with respect to each election.
  - b. In conjunction with the CRO and DRO's, collect and review all candidates' expenditure forms.
  - c. Submit a report to the Board following the election in question within a reasonable amount of time in respect to the conduct of each election with recommendations, if any, for changes in Election regulations or procedures.

## **7.6 Board Mediation Committee**

### **i. Composition**

- a. The Executive Committee of the Student Association
- b. Legal Counsel as an advisor, non-voting
- c. The General Manager, non-voting
- d. Where required, three members selected from the Board of Directors

Normally the composition of the committee will be the Executive Committee. However, when disputes involve members of the Executive Committee, the Director of Communications and Internal shall delegate authority to the General Manager to name three uninvolved members of the Board of Directors to form the Board Mediation Committee to hear the complaint.

### **ii. Mandate**

The key function of the Board Mediation Committee is to hear and resolve conflicts arising between and among Voting Directors as well as concerns about a Voting Director raised by Voting Directors, students and staff. The Board Mediation Committee shall:

- a. Interpret and apply the Voting Directors Accountability Manual.
- b. Resolve conflicts between Voting Directors.
- c. Make recommendations to the Board of Directors concerning matters of impeachment or censure of Voting Directors

- d. Mandate individual or group training sessions pertaining to issues including but not limited to conflict resolution, anger management, personal counselling, academic counselling and time management.
- e. Rectify breaches of Student Association policy.
- f. Impose financial penalties for failure to carry out duties and responsibilities.
- g. Suspend Voting Directors.
- h. Suspend Executive members, with or without pay.
- i. Request Voting Directors to resign

The Voting Directors have a responsibility to follow the grievance and discipline procedures contained herein and abide by the decisions made by the Board Mediation Committee.

Where a voting Director fails to abide by the decisions of the Committee, or where a member appeals a decision, the Board of Directors will be the final decision making body.

### **iii. Role of the Chair of the Board Mediation Committee**

The Chair of the Board Mediation Committee shall normally be the Director of Communications and Internal. The Chair shall:

- a. Call and facilitate meetings of the Board Mediation Committee.
- b. Meet with Executive members on a routine basis.
- c. Review Board reports and ensure the Directors are meeting their obligations as specified in the Duties and Responsibilities section of the Constitution.
- d. Communicate with the committee Chairs and staff advisors to determine Director attendance at the meetings and events.
- e. File grievances when Directors are not meeting the obligations of their respective portfolios.
- f. Act as a liaison between the Committee and a Director who is the subject of a grievance and report disciplinary outcomes to the Director.
- g. Issue written communications from the Board Mediation Committee.
- h. Forward any official records of the Board Mediation Committee to the Manager of Equity and Campus Services to be filed as part of the Student Association permanent records.

### **iv. Performance Appraisal**

In a democratic organization it is ultimately the responsibility of the members to appraise the performance of voting Directors. The Director of Communications and Internal monitors performance of Voting Directors to assist the members in appraising performance.

A Voting Director shall be deemed to be meeting the performance expectations of the Student Association provided that the Director:

- a. Fulfills all duties and responsibilities as outlined in the job description of that member.
- b. Attends all Committee and Board meetings consistent with the respective job description.
- c. Attends all events as directed by the Board and/or Committees of the Board.
- d. Carries out all office hours as required by the job description.
- e. Carries out all tasks as assigned by the Board of Directors or Committees of the Board.
- f. Adheres to the Code of Conduct of the Student Association and George Brown College.

**v. Request for Resignation**

The Board Mediation Committee may request a voting Director to resign from the Student Association whenever:

- a. the Director is deemed incapable or unwilling to fulfill the position's duties and responsibilities, or
- b. the Director's conduct warrants removal from office as determined by the Board Mediation Committee.

Wherever a Director is requested to resign, such request shall be held strictly confidential until:

- a. the Director submits a written letter of resignation, or
- b. the Committee recommends that the Director be impeached.

The Director will be given up to five business days to submit a written letter of resignation to the Board Mediation Committee before a recommendation of impeachment or censure is forwarded to the Board of Directors.

**vi. Impeachment**

Voting Director will be provided with written notice of intent to vote upon impeachment in accordance with the By-laws. Outstanding Honoraria shall not be paid to Directors that have been impeached.

**vii. Voting Directors Grievance and Disciplinary Protocol**

The Student Association strongly encourages voting Directors to communicate directly and resolve conflict informally wherever possible, but it recognizes that there will be instances when issues cannot be resolved in this manner.

In order to rectify problems and resolve issues without the use of censure or impeachment, the Student Association empowers the Board Mediation Committee to attempt to resolve grievances and disciplinary matters with the following procedures:

### **1. Step 1: Informal Resolution**

A Director who has a grievance against another Director shall verbally address the problem to the Director of Communications and Internal or, where the matter concerns the Director of Communications and Internal, the General Manager who shall act in a coordinating role and seek agreement on a course or action, while recognizing the Board Mediation Committee's right to direct and control all operations, services, programs, and facilities and to determine appropriate disciplinary action for elected representatives.

The Director of Communications and Internal or the General Manager shall respond to the complainant within five working days and attempt to resolve the grievance.

This step shall be waived where the action of the Director who is the subject of the complaint unreasonably jeopardizes the operations of the Student Association or is known to be illegal in nature. In such cases, the Director of Communications and Internal or the General Manager will proceed to Step 2 or 3 and inform the Board Mediation Committee immediately.

### **2. Step 2: Formal Resolution**

The Director of Communications and Internal or General Manager shall initiate the formal resolution process when a Director submits a grievance that has been addressed in accordance with Step 1 in writing to the Director of Communications and Internal or the General Manager or where a Director's action unreasonably jeopardizes the operations of the Student Association or is known to be illegal in nature.

When disputes involve members of the Executive Committee, the Director of Communications and Internal shall delegate authority to the General Manager to name three members selected from the Board of Directors to form the Board Mediation Committee to hear the complaint.

The process for Formal Resolution is as follows:

- 1) A written complaint shall be signed and dated, and the specific Student Association policy or procedure in dispute shall be clearly stated.
- 2) The Director of Communications and Internal or the General Manager will conduct a full investigation and bring forward all information to the next meeting of the Board Mediation Committee.
- 3) The Board Mediation Committee may either meet with the Director who is the subject of a complaint to discuss the Director's actions or request a written response from that Director.
- 4) In cases where a recommendation for impeachment is a consideration, the Board Mediation Committee shall consult legal counsel in relation to the role of a Director in a not-for-profit corporation and the Employment Standards Act.
- 5) The Committee shall then review all documentation and recommend a course of action, including those measures contained within the mandate of the Board Mediation Committee.
- 6) The actions to be taken against the Director, if any, shall be communicated by the Committee to the Director within three working days of the meeting, highlighting the problem and ordering appropriate action.
- 7) The Director of Communications and Internal or the General Manager shall place the written record from Step 2 in the Director's personnel file.

### **3. Step 3: Review of Board Mediation Committee Decision**

Within five working days following the written decision of the Board Mediation Committee, the complainant or the accused may submit a letter to the Director of Communications and Internal or the General Manager requesting a review of the decision by the Board of Directors.

The item shall be placed on the agenda of the next Board of Directors meeting to consider the decision and the disciplinary measure. The Director of Communications and Internal or the General Manager shall present all written documentation and evidence to the Board.

The severity and immediacy of the action taken by the Student Association against a Director shall be proportionate to the problem encountered. Except in cases involving such issues as theft, willful misconduct, illegal acts or other severe behaviours, a progressive disciplinary approach to resolving Director problems shall be taken.

An appeal of the Board Mediation Committee's decision requires three-quarters (3/4) of the Board to overrule.



There shall no appeal of the decision of the Board of Directors.

The Director of Communications and Internal or the General Manager shall place the written record from Step 2 and 3 in the Director's personnel file.

## **8. Office Policies**

### **8.1 Code of Ethics**

The Student Association is committed to providing service to students in a manner that maintains the highest of ethical standards. All Directors shall be made aware of and abide by the Student Association Code of Ethics in its most current form.

All Directors before ratification will read and sign the SA Code of Ethics Acknowledgement Form and submit to the Director of Communications and Internal for inclusion in their human resources file. Any Director who violates the Code of Ethics shall be subject to discipline, up to and including impeachment.

### **8.2 Discrimination**

In accordance with the provisions of the Ontario Human Rights Code, there shall be no discrimination against individuals by reason of race, creed, colour, age, sex, sexual orientation, marital status, handicap, ancestry, place of origin, citizenship, family status, or record of offences unless it is relevant to the position in accordance with applicable law.

The Student Association strictly prohibits harassment of any persons, including implied or expressed forms of sexual harassment. Harassment includes vexatious comments or conduct that is known or ought to be known to be unwelcome.

The process for resolving workplace harassment conflicts shall be via the Student Association's Voting Directors Grievance Policy contained in this Manual. The Student Association encourages any Director who has been harassed to address the concern with the alleged harasser, where appropriate.

If it is determined that harassment has occurred, appropriate disciplinary action up to and including censure or impeachment shall be taken. The severity and frequency of the offence or other conditions surrounding the incident shall determine the severity of discipline. The discipline may include suspension without pay for a specified period or, depending upon the severity of the circumstances, impeachment.

### **8.3 Safety**

The provisions of the Occupational Health and Safety Act govern the workplace. All accidents and emergencies will be reported immediately to the General Manager and/or to the Director of Communications and Internal.

In the absence of the foregoing, George Brown College security staff will be notified. When an injury is sustained, a written report is to be prepared by the individual and given to the General Manager and/or to the Director of Communications and Internal within twenty-four hours of the accident or at the first possible opportunity. When applicable, the appropriate workplace Safety and Insurance Board forms will be completed by the General Manager or Manager of Equity and Campus Services.

#### **8.4 Expense Reimbursement**

Voting Directors are entitled to be reimbursed for approved travel, meal and accommodation expenses that are related to the business of the SA, where such reimbursement is not covered by the organizing conference, meeting or event.

Appropriate receipts shall accompany all requests for reimbursement. The rate of reimbursement shall be determined and published in a regularly updated 'Travel and Expense' policy. Voting Directors shall seek the approval of the Finance and Operations Committee, in advance, for travel and related expenses and only pre-approved expenses shall be re-imbursed. Voting Directors using personal automobiles for Student Association business shall be required to protect themselves with adequate automobile insurance.

Understanding that when on conferences/meetings/or Professional Development duties that you are representing the SA and are still at work and that SA policies are to be followed on and off campus and these policies listed below are to be followed.

The following policies shall apply at all professional development, external meetings, conferences and events where directors are representing the SA;

1. SAGBC Workplace Violence Policy
2. SAGBC Voting Directors Accountability Manual 2018
3. SAGBC Voting Directors Code of Conduct and Conflict of Interest Policy

#### **8.5 Professional Development**

Any voting Director that wishes to participate in professional development opportunities through the Student Association must submit such a request to the Board of Directors 14 business days before the start of the training or where appropriate to the Finance and Operations Committee.

Directors participating in professional development opportunities through the Student Association must report in writing to the Board of Directors at the first meeting of the Board following the session/conference/seminar/program attended.

The Student Association shall only reimburse Directors where:

1. A Director received prior approval of the Board of Directors, or where appropriate, the Finance and Operations Committee and/or,
2. A Director attended and fully participated in the professional development opportunity.

## **8.6 External Meetings, Conferences and Events**

Any voting Director who wishes to attend and participate in any external meetings, conferences and events through the Student Association must fill express their interest in writing (email) to the Executive member whose portfolio the meeting, conference or events falls under. This must be done prior to the registration deadline or any meeting, conference or event.

Upon registration any voting Director attending the meeting, conference or event will be required to be on time, attend all sessions, workshops and meetings, unless prior arrangements have been discussed with the Executive member whose portfolio it falls under.

Any registered voting Director, upon completion of meeting, conference or event will be required to provide a report to the board at the next board meeting, unless the board meeting fall within 2 business days of the end of the meeting, conference or event.

The report shall include recommendations to the Student Association to implement or initiate various campaigns, advocacy, services, or policies that uphold the mandate of the Association.

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## **Appendix A**

### **Dayforce**

Executives and Directors need to do the minimum office hours required in order to be paid. The work week at the SAGBC is defined as a Thursday morning to Wednesday each week. Pay is allocated based on a Director meeting their office hours within operating office hours, which are 9:00am – 6:00pm. If a Director does not meet the minimum hours stated in the bylaws, the director will only be paid for the office hours logged in on Day force and the mediation committee will be engaged to deal with the matter accordingly.