



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 (4)**
 - 1) Director of Communications and Internal
 - 2) Director of Operations
 - 3) Director of Education and Equity
 - 4) Director of Student Experience

b) Educational Centre Representatives (7)

- 1) Arts, Design and Information Technology Educational Centre Representative
- 2) Business Educational Centre Representative
- 3) Community Services and Early Childhood Educational Centre Representative
- 4) Construction and Engineering Technologies Educational Centre Representative
- 5) Health Sciences Educational Centre Representative, including the School of Nursing
- 6) Hospitality and Culinary Arts Educational Centre Representative
- 7) 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's Directors will:

- a) Be mutually accountable to each other in order to ensure that the Board can govern with excellence. Mutual accountability 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's 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's 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 are not limited to:

- I. Determining staffing requirements for organizational management and program delivery.
- II. Overseeing the implementation of the human resources policies, procedures and practices including the development of job description for all staff.
- III. Recruiting, interviewing and selecting staff that have the right technical and personal abilities to help further the organization's mission in collaboration with executive members.
- IV. 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.
- V. Working with staff and the Board (Finance and Operations Committee) to prepare a comprehensive annual budget.
- VI. Developing a business plan to carry out the Board's strategic plan.
- VII. Participating in fundraising activities as appropriate.
- VIII. Approving expenditures within the authority delegated by the Board.
- IX. Ensuring that sound bookkeeping and accounting procedures are followed.
- X. Administering the funds of the organization according to the approved budget and monitoring the monthly cash flow of the organization.
- XI. Providing the Board with comprehensive, regular reports on the revenues and expenditure of the organization.

- XII. Ensuring that the organization complies with all legislation covering taxation and withholding payments.
- XIII. Maintaining the business affairs of the Association in accordance with policies and procedures approved by the Board.
- XIV. Attending all meetings of the Board of Directors when requested, as well as meetings of committees and interest groups as a staff resource.
- XV. Providing the necessary liaison and staff support to committee, task force, and interest group chairs to enable them to perform their functions properly.
- XVI. 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.
- XVII. Preparing annual and quarterly work-plans and reports for the Board as per the fiscal year.
- XVIII. Facilitating, advising, and supporting the action plans for all units of the Association.

4.3 Monitoring General Manager Performance

The Board is responsible for monitoring the General Manager's performance. This monitoring process can occur through informal means, including honest and good-faith communications, and constructive feedback. It is expected that all such communications shall be professional, respectful and geared towards furthering the best interests of the Association. The Association's interests are not well served if the Board or any of its Directors use the performance review process to air personal grievances or disputes.

In addition, the Board shall make best efforts to conduct one formal, written performance review of the General Manager per year. The Board currently uses a 360 Performance Review approach to assess the General Manager's performance. The format may evolve, at the Board's discretion, provided that:

- a) The performance review is conducted in writing;
- b) The performance review addresses the General Manager's key job duties and required skills, and measures her performance in relation to those duties and skills in a clear and transparent manner.
- c) The General Manager is given an opportunity to review and comment on the Performance Review report before it is finalized and added to her personnel file.

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.
- c) 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:

- I. A summary of hours worked.
- II. A summary of attendance at committees, events, and meetings of the Student Association of the College.
- III. A summary of progress on tasks assigned by the Board of Directors or a Committee.
- IV. A summary of ongoing work.
- V. A summary of accomplishments.
- VI. 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:

- I. A list of the Committee's meeting dates.
- II. An attendance list from each Committee meeting.
- III. A summary of important business discussed by the Committee.
- IV. A summary of ongoing work of the Committee.
- V. 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 and Performance Management

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 at the head office of the corporation.
- VI. Be responsible for calling at least one (1) in office General Meeting of the Members, and minimum monthly in office 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 a Chair of Internal Policies & Procedures Committee and coordinate in office meetings of the committee.
- XII. Act as a Co-chair of Marketing & Communications Committee and coordinate in office meetings of the committee.
- XIII. Act as a Chair of the Executive Committee and coordinate in office meetings of the committee.
- XIV. Act as a Chair at meetings of the Board where an externally appointed Chairperson is unavailable and coordinate in office meetings of the board.
- XV. Serve as a Board representative on the Dialog Editorial Committee and attend the meeting in office or stated otherwise.

- XVI. Actively participate in person and/or online in any other committees or ad hoc working groups external to the corporation, as determined by the Board of Directors and/or Executive Committee
- XVII. Receive complaints 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. Contracts, cheques and other documents to be executed by the corporation must be physically signed by the signing officer, or otherwise.
- 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 in conjunction with the Director of Student Experience 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. Provide written report on work and future work to Board of Directors monthly using the approved board report template.
- XXXI. 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.
- XXXII. Shall receive a remuneration of \$17 per hour
- XXXIII. Shall meet the obligations of a 37.5-hour work week, and is available to work in office, a minimum of 28 out of 37.5- hours during regular office hours of the corporation on a consistent and predictable basis
- XXXIV. The executive will be accountable for the remaining hours through work plan, student engagement and conferences.
- XXXV. The remuneration shall be adjusted each year based on CPI increases.

6.2 Duties of Director Operations

The Director of Operations shall:

- I. Must be present on campus to 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 SA departments, Finance Coordinator and the Finance Committee prepare the annual budget for presentation to the Board of Directors.
- VI. Review domestic health and dental student insurance plan on a semi-annual basis and makes recommendations to the Board.
- VII. Collaborate with Health Benefits Coordinator and stakeholders to ensure student needs are addressed in health plan negotiations.
- VIII. Review international and ESL health and dental student insurance plan on a semi-annual basis and make recommendations to the Board.
- IX. Review and monitor the SafeWalk program
- X. Review merchandise sales, if necessary
- XI. Make recommendations concerning auditor appointment and present audited financial statements annually at the Fall General Meeting.
- XII. 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.
- XIII. Present any proposed ancillary fee changes to Finance Committee and make recommendations to the Board.
- XIV. In conjunction with the Director Communication and Internal, review applications for co-sponsorship and make financial recommendations to the Executive Committee for approval.
- XV. 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.

- XVI. 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.
- XVII. Shall represent the organization, in person on relevant College committees and taskforces concerning uses of College space, security and admissions.
- XVIII. Shall be responsible for ensuring that all activities and endorsements of the Board reflect the anti-oppressive mandate of the corporation
- XIX. In conjunction with the executive team, monitor events budget and adhere to budgetary limitations.
- XX. Chair the Finance and Operations Committee and coordinate in office meetings of the committee.
- XXI. Serve as a member of the Labour Relations Committee and attend the meeting in office or stated otherwise.
- XXII. Serve as a member of the Executive Committee and attend the meeting in office or stated otherwise.
- XXIII. Serve as a member of the SA Internal Safewalk Advisory and attend the meeting in office or stated otherwise.
- XXIV. Serve as a member of appropriate hiring committees.
- XXV. Receive complaints regarding Directors in the absence of the Director of Communications and Internal and serve as a member of the Board Mediation Committee.
- XXVI. Serve as a member of and actively participate in person and/or online in any other committees or ad hoc working groups, external to the corporation, as determined by the Board of Directors and/or Executive Committee
- XXVII. Serve as a signing officer of the corporation. Contracts, cheques and other documents to be executed by the corporation must be physically signed by the signing officer, or otherwise.
- XXVIII. Assist with training of all appointed board members and board members elected during fall by-elections.
- XXIX. Provide written report on work and future work to Board of Directors monthly using the approved board report template.
- XXX. 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.
- XXXI. Shall receive a remuneration of \$17 per hour
- XXXII. Shall meet the obligations of a 37.5-hour work week, and is available to work in office, a minimum of 28 out of 37.5- hours during regular office hours of the corporation on a consistent and predictable basis
- XXXIII. The executive will be accountable for the remaining hours through work plan, student engagement and conferences.
- XXXIV. 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 and attend the meeting in office or stated otherwise.
- V. Serve as a member of the College Council Committee and attend the meeting in office or stated otherwise.
- VI. Serve as a member of and actively participate in person and/or online in any other committees or ad hoc working groups, external to the corporation, as determined by the Board of Directors and/or Executive Committee.
- 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 on all campuses regarding 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. 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.
- XXII. Shall work in conjunction with the Director Communications and Internal to develop political and equity based campaigns.
- XXIII. Shall receive a remuneration of \$17 per hour
- XXIV. Shall meet the obligations of a 24-hour work week, and is available to work in office, a minimum of 18 out of 24-hours during regular office hours of the corporation on a consistent and predictable basis
- XXV. The executive will be accountable for the remaining hours through work plan, student engagement and conferences.
- XXVI. The remuneration shall be adjusted each year based on CPI increases.

6.4 Duties of Director of Student Experience

The Director of Student Experience shall:

- I. Provide regular updates and information concerning the initiatives, activities, and services of Student Life, Career Services, Peer Connect, Tutoring & Learning Centre, International Centre, Library, etc.
- II. Promote & support recreational and other activities throughout the academic year that ensures that the College achieves its student leadership development, and engagement goals
- III. To operate with a student – centred approach and focus on effectively serving students
- IV. To report to the board about current and future trends among students, solicit feedback from students about their student experience in the college
- V. To work in collaboration with directors to create and develop an annual plan of student communications and campaigns designed to engage students fully with Student Association
- VI. 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 membership

- VII. 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.
- VIII. Identify & implement strategies for increasing Student use of services and involvement in organization's programs
- IX. Act as an ambassador of the corporation at events on all campuses and the College student residence
- X. Work to ensure an events calendar that reached all programs and all the campuses for the betterment of the students' involvement
- XI. 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
- XII. Act as a Chair of the Marketing & Communication Committee and coordinate in office meetings of the committee.
- XIII. Serve as a member of actively participate in person and/or online in any other committees or ad hoc working groups, external to the corporation, as determined by the Board of Directors and/or Executive Committee
- XIV. Serve as a member of appropriate hiring committees
- XV. Serve as a member of the executive committee and attend the meeting in office or stated otherwise.
- XVI. Shall be responsible for ensuring that all the activities and endorsements of the Board reflect the anti-oppressive mandate of the corporation
- XVII. In conjunction with Director of Education and Equity assist with training of the board members elected during the fall by-elections
- XVIII. Serve as a member of the Board Mediation Committee
- XIX. Provide written report on work and future work to Board of Directors monthly using the approved board report template
- XX. Develops work plan for summer, fall and winter terms in order to review the data that has been obtained from the students
- XXI. 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
- XXII. Shall receive a remuneration of \$17 per hour
- XXIII. Shall meet the obligation of a 24-hour work week, and is available to work in office, a minimum of 18 out of 24-hours during regular office hours of the corporation on consistent and predicable basis
- XXIV. The executive will be accountable for the remaining hours through work plan, student engagement and conferences.
- XXV. The remuneration shall be adjusted each year based on CPI increases.

6.5 Duties of Educational Centre Representatives

The Educational Centre Representatives shall:

- I. Participate in and give feedback at monthly Board of Directors meetings; in person or otherwise.
- II. Provide written Report on work and future work to Board of Directors monthly using the approved board report template.
- III. Establish and maintain positive working relationships with Coordinators, Chairs, Directors and Deans in respective programs.
- IV. Ensure students in your constituency are aware of who you are and how to contact you.
- V. 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.
- VI. Inform students of the services of the corporation and upcoming events and campaigns on campus and online
- VII. Connect members with appropriate supports within the corporation, as well as within the College
- VIII. Plan and implement program based forums, with the support of the Director Education and Equity and submit a proposal for Executive approval
- IX. Hold other Board Members and Executives accountable.
- X. Advocate on behalf of students facing issues in respective programs, with the support of the Director Education and Director Equity.
- XI. Shall work on campus alongside SA Staff to promote events, campaigns and organization's priorities.
- XII. Maintain membership on at least one standing committee and attend the meeting in office or stated otherwise.
- XIII. Act as an ambassador of the corporation at events on all campuses and the College student residence
- XIV. Must be on campus to attend and actively participate in all meetings of the board and or sub committees of the Board.
- XV. 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.
- XVI. Receive a monthly honorarium of \$600 and meet all the conditions mentioned below:
 - a. A completed and detailed work plan with key dates and specifics, in advance for a month
 - b. Providing detailed & completed monthly Board Report

- c. Meeting the obligation of attending board meetings and or notifying in advance with appropriate notice and regrets
- d. Participating in two class talks per semester

**Refer to Appendix A for the mechanism to calculate honoraria.*

XVII. The remuneration shall be adjusted each year based on CPI increases.

6.6 Performance Management of Directors

It is expected that all Directors will fulfill all of their duties with diligence and professionalism and in accordance with the applicable policies, including the this Manual and the Directors’ Code of Conduct, Conflict of Interest and Confidentiality Policy.

The performance of Directors shall be monitored and managed as follows:

- 1) The Director of Communications and Internal is responsible for monitoring the performance of other Directors. Any concerns about another Director’s performance shall be brought to the Director of Communications and Internal.
- 2) The Director of Operations is responsible for monitoring the performance of the Director of Communications and Internal. Any concerns about the Director of Communications and Internal’s performance shall be brought to the Director of Operations.
- 3) In most cases, performance issues shall be managed informally, through constructive feedback, coaching and open communication. The interests of the Association are not well served by excessive critiques and personal attacks on other Directors. Performance concerns should be raised and addressed in a constructive, professional manner with a view to mutual success to achieve the Association’s interests.
- 4) In the event of serious, persistent performance concerns that could not be resolved through informal means, the Director of Communications and Internal (or, as necessary, the Director of Operations) may file a formal complaint through the Voting Directors Complaints Protocol below.

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 Internal Policies & Procedures Committee

i. Composition

VOTING MEMBERS

- a) Director of Communications and Internal– Chair
- b) Two Board members and one (1) Executive appointed at caucus

NON-VOTING MEMBERS

- c) General Manager
- d) Legal Counsel and/or College Representative (as necessary)
- e) Staff Resource person

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 and other legal requirements.
- 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) Develop and improve Professional Development policies for all Student Association Voting Directors and employees.
- h) Develop and improve the Performance Appraisal tools utilized by the organization.
- i) 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.

- j) Review all policies and procedures on an annual basis and update where needed.
- k) 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
- l) 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.
- m) Provide minutes of all committee meetings to the Board for acceptance.

7.2 Marketing and Communications Committee

i. Composition

VOTING MEMBERS

- a) Director of Student Experience – Chair
- b) Director of Communications and Internal– Co-Chair
- c) Two Board members appointed at caucus

NON-VOTING MEMBERS

- d) Operations Manager
- e) Publications & Communications Coordinator

ii. Mandate

The Committee shall:

- a) Establish a communication and marketing plan as identified
- b) Ensuring that our brand is consistent on all digital platforms and publications
- c) Ensure that we are working collaboratively with GBC to marketing and communications strategies
- d) Monitor new technology and communication mechanism
- e) To ensure that publications are cost effective
- f) Consult with the Communications and Publications Coordinator on trending topics
- g) Ensure that the publication, marketing, and communication plants are consistent with the SA mandate and mission
- h) Review and support the development of strategies and content for social media
- i) Ensure that marketing strategies are applicable to both online and printed marketing

- j) Oversee the marketing and communications plans and that reflects the interest of the student body
- k) Develop strategies for social media, content, hashtags, analytics.

7.3 Operations Committee

i. Composition

VOTING MEMBERS

- a) Director of Operations – Chair
- b) Two Board members and one (1) Executive appointed at caucus

NON-VOTING MEMBERS

- c) General Manager
- d) Staff resource person

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.

7.4 Health Plan Committee

i. Composition

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

ii. Mandate

The Committee shall:

- a) Ensure that the Health Plan is consistent with the Student Association mandate and mission statement.
- b) Review the Health trends of Students in Ontario to ensure that Students have appropriate Health and Dental coverage.
- c) 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.
- d) Ensure that the health plan fee charged to students offers the best coverage for the money they are being charged.
- e) Establish Health Plan Fees in conjunction with the Finance Committee for approval by the Board of Directors.
- f) Make decisions in regards to Student Health Plan Appeals.
- g) Report to the Board of Directors the Status and health of the Benefits plan.
- h) Oversee the Health Plan Fund.
- i) Compare health plan providers yearly for the best possible service to students.
- j) Work with the college to ensure that fees are collected and remitted to the Student Association in a timely manner.
- k) Create policies and procedures around the Health and Dental Plan and present them to the Board of Directors for approval.
- l) Invite individuals such as the George Brown College Representatives or Insurance Representative as required

7.5 Labour Management Committee

i. 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)

7.6 Elections Committee

i. Composition

The Elections Committee will be as follows:

- a) General Manager (or designated manager)
- b) Two Members of the Board, as determined through a nomination and vote taken by the Board of Directors, requiring a two-third majority vote
- c) 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.
 - iv. Members of the Elections Committee are not permitted to seek office with the Association and must remain neutral during the election process.

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:

- 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) Maintain and update the Operational Manual for the Elections Committee
- h) Secure office space for the CRO to work.
- i) In conjunction with the CRO and Deputy Returning Officers (DRO's), co-ordinate all advertising with respect to each election.
- j) In conjunction with the CRO and DRO's, collect and review all candidates' expenditure forms.
- k) 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.

7.7 Board Mediation Committee

i.A. Composition of the Committee for Complaints Involving the Representatives

VOTING MEMBERS

- a) The Executive Committee of the Student Association

NON-VOTING MEMBERS

- b) Legal Counsel as an advisor
- c) The General Manager

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.

i.B. Composition of the Committee for Complaints Involving the Executives

- a) The Chair of the Board will be the Chair of the BMC

VOTING MEMBERS

- b) Three members selected from the Board of Directors

NON-VOTING MEMBERS

- c) Legal Counsel as an advisor
- d) The General Manager

In choosing the alternate member/s of the BMC, the General Manager shall make best efforts to choose neutral Director/s who are not directly involved in the dispute, while recognizing that there are a limited number of Board members and that it may not always be possible to choose Director/s who have no knowledge of or stake in the dispute. If the General Manager is unable to identify three, neutral, non-Executive Board members to form the BMC, the General Manager has discretion to appoint one or more non-conflicted Executives to fill any vacancies on the BMC.

All members of the BMC are expected to conduct their duties in a professional manner and to adjudicate any complaints or disputes that are put before the Committee in a neutral and fair manner, without regard to any personal or professional connections they may have with any of the parties.

ii. Mandate

The key function of the BMC is to hear, investigate and adjudicate formal complaints about a Director that could not be resolved informally through the Step 1 process below.

When adjudicating a complaint about a Director, the BMC shall:

- a) Interpret and apply the Voting Directors Accountability Manual.
- b) Follow the process for investigating and adjudicating complaints as set out in the Step 2 process below.
- c) Make every reasonable effort to adjudicate complaints in a timely manner and in accordance with the timelines set out below.
- d) Consider and apply any applicable policies and legal principles including those involving the duty to maintain a safe workplace that is free of violence, harassment and discrimination.
- e) Treat the parties and their witnesses with professionalism and respect, and maintain the confidentiality of all parties and witnesses to the greatest extent possible.

iii. Role of the Chair of the Board Mediation Committee

In a complaint against a Representative, the Chair of the BMC shall normally be the Director of Communications and Internal. In a complaint against an Executive, the Chair of the BMC shall normally be the Chair of the Board. If the Chair is not available or is conflicted, the General Manager shall have authority to chair the first meeting of the BMC during which the BMC shall appoint an alternate chair from its voting members.

The Chair shall:

- a) Call and facilitate meetings of the BMC.
- b) Act as a liaison between the Committee and the parties to the complaint (ie. the Complainant and Respondent).
- c) Issue written communications from the BMC including the BMC's report to the parties at the conclusion of the process.
- d) Forward any official records of the BMC to the General Manager to be filed as part of the Student Association permanent records.

iv. Voting Directors Complaints Protocol

1. Step 1: Informal Resolution

The Board strongly encourages voting Directors to communicate directly and proactively with each other and to attempt to resolve any conflicts and concerns informally wherever possible. All Directors have a professional obligation to treat each other with honesty, dignity and respect and to work together in good faith to further the best interests of the Student Association. The Student Association's interests are not well served if the Board spends inordinate time adjudicating personal disputes between Directors.

Many personal disputes and concerns arise through miscommunication and can be resolved through honest, direct communication between Directors. Before filing a formal complaint against a Director under Step 2, all Directors are encouraged to attempt to resolve any disputes or complaints informally through direct communication, whenever it is possible and safe to do so.

Notwithstanding the above, it is understood that some complaints and concerns cannot be resolved informally, including in situations when the Respondent is alleged to have engaged in persistent, serious misconduct and/or where the Complainant has allegedly suffered harassment, discrimination or violence by the Respondent, and the Complainant does not feel safe confronting the Respondent directly. Any complaints that cannot be resolved informally may be addressed using Step 2: Formal Complaint Investigation.

2. Step 2: Formal Complaint Investigation

Any person who has an honestly held, good faith belief that a Director has engaged in serious misconduct, may file a formal complaint against that Director. To initiate the Formal Complaint Investigation process, the Complainant must complete and sign a Formal Complaint Form, and submit it to the Director of

Communications and Internal. If the Director of Communications and Internal is the Respondent in the complaint, the Complainant may instead submit it to the General Manager.

Once a Formal Complaint Form has been submitted, the following process shall be followed:

- 1) Upon receipt of the Formal Complaint Form, the Director of Communications and Internal (or, if necessary, the General Manager) shall write to the Complainant to acknowledge receipt of the complaint and to advise that the Formal Complaint Investigation process has commenced in accordance with the VDAM.
- 2) The Director of Communications and Internal (or, if necessary, the General Manager) shall call a meeting of the BMC which shall be held no later than five business days after the Complaint was filed. The composition of the BMC shall be determined in accordance with section 7.6(i) above.
- 3) At its initial meeting, the BMC shall address the following issues:
 - i. In the event that the Director of Communications and Internal has been recused, the BMC shall nominate a Chair by a simple majority vote.
 - ii. The BMC shall select an individual to investigate the Complaint. Normally the investigator will be one of the Directors who sits on the BMC. However, where the allegations are serious and/or complex, the BMC has authority to hire a neutral, third-party investigator to conduct the investigation.
 - iii. The BMC shall determine whether it is appropriate to suspend the Respondent with pay until the Formal Complaint Investigation has concluded. The BMC must consider the following factors when making this decision:
 - a) An interim paid suspension is a serious measure that causes a disruption both to the Respondent and to the Board.
 - b) An interim paid suspension may be warranted if there is a serious risk of further harm to the Complainant and/or the Student Association if an interim suspension is not imposed.
 - c) An interim paid suspension should only be imposed if no lesser measures will suffice (ie. adjusting the Respondent's location or time of work to avoid interactions between the parties).
 - d) If the BMC decides to impose an interim paid suspension it shall notify the Respondent in writing, and it may temporarily re-assign the Respondent's duties to other Directors pending the outcome of the Complaint process.

- 4) The investigator shall conduct a fair and complete investigation as soon as possible. It is expected that, in most cases, the investigation should take no longer than two weeks to complete. All investigations should include the following steps:
 - i. Provide the Respondent with a copy of the Complaint Form and request a written response within five business days.
 - ii. Interview any relevant witnesses identified by the Complainant and/or Respondent (and keep notes of any such interviews).
 - iii. Review any documents provided by the parties or their witnesses and follow up with the parties if needed to clarify any facts or allegations.
- 5) At the conclusion of the investigation, the BMC shall meet to consider the investigator's findings and to adjudicate the complaint. For each allegation, the BMC must decide whether it is more likely than not that the allegation is true. It must base its decision on the facts and evidence uncovered in the investigation.
- 6) If any of the allegations are validated, the BMC must determine what remedial or disciplinary measures should be imposed. The BMC has authority to impose appropriate remedial or disciplinary measures, including any of the following:
 - i. Direct the Respondent to undergo remedial training or coaching;
 - ii. Direct the Respondent to apologize (whether verbally or in writing) to the Complainant regarding any of the validated allegations;
 - iii. Issue a letter of warning to the Respondent;
 - iv. Recommend that the Board take any of the following measures:
 - a) Suspend the Respondent without pay for up to 10 days;
 - b) Impeach the Director.

The remedial or disciplinary measures shall be proportionate to the seriousness of the validated allegations. The BMC shall consult with legal counsel before finalizing its remedial or disciplinary findings.

- 7) The BMC shall prepare a written report setting out the following:
 - i. A list of the allegations that were made in the Complaint;
 - ii. A brief summary of the steps taken to investigate the Complaint.
 - iii. For each allegation, the BMC's conclusion as to whether or not it was validated and a brief explanation of why that conclusion was reached (ie. what evidence led the BMC to conclude that the allegation was likely true or not true).

- iv. The BMC's directions and/or recommendations for remedial or disciplinary measures, if any.
- 8) If the BMC has not recommended suspension without pay or impeachment, the BMC's report shall be provided to the Complainant and the Respondent. The Report is to be treated on a strictly confidential basis by the parties and not shared or disclosed to any other person. The BMC's report (when no suspension or impeachment has been recommended) is final and is not subject to review.
- 9) If the BMC has recommended suspension without pay or impeachment, the BMC shall provide its report to the Complainant, the Respondent and the Board for review. The Report is to be treated on a strictly confidential basis by the recipients and not shared or disclosed to any other person. The Board shall hold an in camera meeting within 5 business days to consider the report and decide whether to accept the BMC's recommendations regarding any suspension without pay or impeachment. The Complainant and Respondent shall be given the opportunity to make a verbal or written submission at the meeting but shall not participate in the discussion or vote. The Board has authority to accept the BMC's recommendations regarding suspension or impeachment or to substitute an alternate remedial or disciplinary measure.
- 10) The Board's decision (when the BMC has recommended suspension or impeachment) is final and is not subject to any further review.
- 11) If the Board accepts a recommendation to suspend the Respondent without pay, the Board shall notify the Respondent in writing and may re-assign the Respondent's duties, at its discretion, for the duration of the suspension.
- 12) If the Board accepts the BMC's recommendation to impeach the Respondent, the Board shall notify the Respondent in writing and shall follow the process set out in By-law 5 regarding filling Director vacancies. The Board is authorized to temporarily re-assign the Director's duties pending the permanent filling of his or her position, in accordance with the By-laws.
- 13) The BMC shall make all reasonable efforts to comply with the above timelines and shall endeavor to investigate and adjudicate all complaints in a timely and efficient manner. However, in the event that a timeline cannot be met, despite the BMC's best efforts, the BMC has discretion to extend the timelines referenced above. If any of the timelines are extended, the BMC shall notify the Complainant and Respondent in writing and shall briefly

explain the reason for the extension. Any such extensions shall be for the minimum time needed to expeditiously and fairly investigate and adjudicate the Complaint.

8. Office Policies

8.1 Conduct and Ethical Policies

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 all applicable policies, including the Directors Code of Conduct, Conflict of Interest, and Confidentiality Policy, the Voting Directors Accountability Manual, and any other applicable policies and procedures.

All Directors before ratification will read the applicable policies and sign the Directors' Agreement and submit it to the Director of Communications and Internal for inclusion in their human resources file. Any Director who violates the applicable policies regarding conduct, ethics and related issues may be subject to discipline, up to and including impeachment.

8.2 No Discrimination or Harassment

In accordance with the provisions of the Ontario Human Rights Code, there shall be no discrimination against individuals on any Code-related grounds, including race, creed, colour, age, sex, sexual orientation, gender identity or expression, marital status, disability, 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, direct or indirect 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 Complaints Protocol 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 impeachment shall be taken. The severity and frequency of the offence or other conditions surrounding the incident shall determine the severity of discipline.

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.

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 Dayforce

Executives 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 an executive meeting their office hours within operating office hours, which are 9:00am – 6:00pm. If an executive does not meet the minimum hours stated in the bylaws, the director will only be paid for the office hours logged in on Dayforce. If any Executive Committee member (Director of Communications and Internal, Director of Operations, Director of Student Experience and Director of Education & Equity), fails to meet the minimum hours required in any given week, a Formal Complaint will automatically be referred to the BMC which must investigate and address the issue in accordance with Voting Directors Complaints Protocol.

8.5 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;

- a) SAGBC Workplace Violence Policy
- b) SAGBC Voting Directors Accountability Manual 2018
- c) SAGBC Voting Directors Code of Conduct and Conflict of Interest Policy

8.6 Dress Code

Student Association's Directors are expected to present a clean and professional appearance while conducting planned business, in or outside of the office, including meetings and events. Dressing in a fashion that is clearly unprofessional, that is deemed unsafe, or that negatively affects the reputation or image of the Student Association is not acceptable.

Board members are expected to dress in 'office casual' attire in order to present a professional image to all visitors, partners and students.

Jeans are permitted as part of the dress code, but must be presentable and suitable for an office environment. Shirts with logos, pictures or graphics must be considered as 'office casual' any may not present any offensive messages or images.

8.7 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.

8.8 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.

APPENDIX A

MECHANISM TO CALCULATE HONORARIA FOR EDUCATIONAL CENTRE REPRESENTATIVES

STEP 1: WORK PRIORITIES AND POINTS ASSIGNMENT

Requirements as per VDAM Section 6.5	Priority	Points Assigned	Action	Date Completed	Points Given	Reasoning
Participate in and give feedback at monthly Board of Directors meetings and other sub committees	1	By-Laws				
Provide written Report on work and future work to Board of Directors monthly using the approved board report template. - Completed and detailed	1	By-Laws				
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.	1	3-5				
Plan and implement program based forums, with the support of the Director Education and Equity and submit a proposal for Executive approval	1	3-5				
Shall work alongside SA Staff to promote events, campaigns and organization's priorities.	1	3-5				
Maintain membership on at least one standing committee.	1	2				
Inform students of the services of the corporation and upcoming events and campaigns.	2	1.5				
Advocate on behalf of students facing issues in respective programs, with the support of the Director Education and Director Equity.	2	1.5				
Act as an ambassador of the corporation at SA events and activities and solicit feedback from students.	2	1.5				
Ensure students in your constituency are aware of who you are and how to contact you.	3	1				
Establish and maintain positive working relationships with Coordinators, Chairs, Directors and Deans in respective programs.	3	1				
Connect members with appropriate supports within the corporation, as well as within the College	3	1				
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.	4	0				
		20 points				

STEP 2: MANDATORY TO MEET ALL THE REQUIREMENTS

Requirements as per By-Law 4, Section 6	Points Assigned	Action	Date Completed	Points Given	Reasoning
A work plan in advance for a month	20 Points				
Providing detailed & completed monthly Board Report	20 Points				
Meeting the obligation of attending board meetings and or notifying in advance with appropriate notice and regrets	20 Points				
Participating in two class talks per semester	2*10 = 20 POINTS				
Perform all duties as described in the Voting Directors Accountability Manual (6.5) - Total Points Given in Step 1	20 POINTS				

Assesment for STEP 2	Point Allocation
Fully complete work plan and board report, meeting obligations are met and have shown the class talks planning and/or completion	20 Points
75% complete work plan and board report, only 75% meeting obligations are met	15 Points
50% complete work plan and board report, only 50% meeting obligations are met	10 Points
Less than 50% complete work plan and board report, less than 50% meeting attendance	0 Points

STEP 3: DETERMINATION OF HONORARIA

Points + Meet all the conditions as per By Law 4, Sec 6	Honoraria
More than or equal to 80 - less than or equal to 100 points	100% Honoraria
More than or equal to 60 - less than 80 points	75% Honoraria
More than or equal to 50 - less than 60 points	50% Honoraria
less than 50 points	25% Honoraria