



LEADERSHIP • EMPOWERMENT • ADVOCACY

**POLICY:**                   **MEMBERS OF THE EXECUTIVE COMMITTEE  
PERSONNEL POLICIES AND PROCEDURES**

**CATEGORY:**           **Governance, Management**

**EFFECTIVE:**           **April 10th, 2006**

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## **GOVERNANCE**

Students' Council is a policy governing board responsible for governing the Students' Association of Mount Royal University. The Executive Committee is a standing committee of Students' Council, and like all committees, is expected to aid Students' Council in the completion of its work. The Executive Committee, therefore, is a work unit of Students' Council.

Students' Council is the entity responsible for the organization's highest level of decision making and legal authority. Students' Council has, by law, the ultimate accountability for, and authority over, the organization's resources and activities. The board must articulate and communicate the Students' Association's vision to the membership and the community. Students' Council defines, through policy, the parameters of the organization.

### **What is Governance?**

Governance is deciding the vision (the long-term future and direction) of an organization, and monitoring the progress towards this vision through policy. Governance "comprises the traditions, institutions and processes that determine how power is exercised, how members are given a voice, and how decisions are made on issues of members' concern." Governance is the rules and regulations under which the Students' Association functions. Governance is a mechanism, put in place to ensure compliance with those rules and regulations. Governance is "the effective management of relationships with integrity to produce enhanced organizational performance". Governance is concerned with results, not methods; with ends, not means. As a policy governing board, this last distinction is particularly relevant.

### **Governance Responsibilities**

Good governance requires the completion of the following responsibilities:

**Purpose:** Students' Council is responsible for establishing the organization's purpose or mission. This work is usually referred to as "framework governance". From a policy perspective, framework governance covers the broadest policy areas of the Students' Association, such as the mission, the vision, and the strategic direction. The role of the Executive Committee is to lead strategic planning processes, monitor the progress towards reaching strategic goals, monitor the membership's response to the strategic plan, and recommend new strategic initiatives as necessary.

**Continuity:** Students' Council is also responsible for providing continuity for the management and implementation of the Students' Association's affairs. Organizational continuity is primarily achieved through the development and approval of policies governing different aspects of the organization's work. The role of the Executive Committee is to identify policy gaps that emerge, assess the effectiveness of policies based on first-hand experience, craft draft policy statements, debate policy, and in many cases approve policy.

**Progress:** Students' Council is also responsible for setting the rate of progress that the Students' Association takes in reaching its mission and vision. Generally, the rate of progress is determined by Students' Council's approval of the annual budget in which the goals for the year ahead are captured in a monetary format. The role of the Executive Committee is to identify new goals and expectations for inclusion in the budget, and to assess whether draft budgets prepared by management comply with organizational policies and adequately capture the desired rate of progress. The Executive Committee is also expected to be able to articulate and defend the rate of progress to the membership, which means the Executive Committee needs to have a realistic understanding of workloads, project timelines, and non-monetary resource implications.

**Identity:** Students' Council is also responsible for securing community support and appreciation for the organization's objects, beliefs, vision, mission and long-term direction. This is one of the Executive Committee's most important roles, as this is where the work of the Communications Strategy and most of the representational functions fit from a governance perspective. Relationship-building – including relationships with governments, students, alumni, media, and University personnel and committees – is one of the Executive Committee's most important priorities.

### **Governance Functions**

In order to complete its responsibilities, the governance role has been divided into four basic areas: framework, board self-governance, operational, and advocacy governance.

**Framework Governance:** In this role, Students' Council is responsible for making sure that there is a strategic plan for the organization, monitoring the framework policies to make sure that they reflect the members' and the community's needs, and evaluating the organization's progress as outlined in the framework policies and strategic plan. Students' Council has delegated much of this work to the Executive Committee.

**Board Self-Governance:** In this role, Students' Council is responsible for defining how the board organizes itself to get its work done. The particular responsibilities includes work on board job descriptions and committee terms of reference, policies on recruiting, training and evaluating board members, board discipline, board meeting processes, annual work cycles, etc. Students' Council is also responsible for outlining how the board governs the organization. This work is normally done through budgeting and audit processes, financial statement review, and the reporting of exceptions or variances in policy management and implementation. Finally, in this area, Students' Council is also responsible for defining the board's relationship to its membership and to the community. This work is normally done through such events as the Annual General Meeting and town hall events, referenda and plebiscites, student petitions and student-driven proposals to Students' Council. The Executive Committee generally takes a lead role in all aspects of Board Self-Governance.

**Operational Governance:** In this role, Students' Council directs the Students' Association's programs, personnel and financial functions. Operational policies are used to set the rate of progress that the Students' Association takes towards its vision.

In the area of program governance, the board is responsible for monitoring the external environment and making sure that services are relevant to users; making sure that a viable strategy is in place to achieve the organization's mission and outcomes; determining the amount of organizational resources that will be used for what programs and services; and, monitoring and evaluating the results (not the operation) and the cost-effectiveness of the organization's programs and services. Almost all of the duties related to program governance are delegated to the Executive Committee.

In the area of personnel governance for the Executive Director, the board is responsible for: defining the board's relationship to the Executive Director, delegating authority to the Executive Director, developing policies that define the role, responsibilities and functions of the Executive Director, making sure the Executive Director has the necessary skills to carry out the mission, setting compensation and benefits for the Executive Director, making sure a competent replacement for the Executive Director is available during emergencies, holidays or when the Executive Director leaves, and hires, evaluates and releases the Executive Director. Students' Council has placed most of these policies and job descriptions in the bylaws. Other details of this relationship are captured in an accountability agreement between the Executive Director and Students' Council. The President has been assigned with the responsibility of serving as the supervisor for the Executive Director, and is responsible for completing annual performance reviews.

In the area of personnel governance for the remainder of staff, Students' Council is responsible for settings policies for salaries, grievance process, compensation, benefits, and health and retirement plans for all staff, establishing policies for the use of volunteers, and promoting good board and staff relations. Executive Committee has been delegated with the responsibility of reviewing and approving most of these policies, and for promoting good staff and board relations.

In the area of financial governance, the board is responsible for: establishing policies for budgeting and financial reporting, monitoring the budget to make sure that resource allocation is in line with organizational priorities, overseeing and participating in fund-raising activities, making sure that the assets of the organization are protected and cared for, setting contract policy, making sure that there are enough resources to operate the organization, making sure that the facilities of the organization are maintained and that these facilities meet the needs of the organization, and making sure that the financial audit is conducted annually. Again, much of this work is delegated to the Executive Committee who take a lead role in walking Students' Council through their findings.

**Advocacy Governance:** Through advocacy governance, Students' Council secures the community's support and appreciation for the organization's beliefs, vision, mission, and long-term direction. Advocacy governance also establishes the organization's response to matters affecting its relationship to the community and to society.

To fulfill the advocacy governance function, Students' Council interprets the organization's beliefs to the campus community and encourages support for these beliefs, develops community awareness of the organization's unique role, represents the

organization to the campus community, government, foundations, corporation and funding agencies, monitors government legislation and advises government officials on the impact of current and proposed policies, monitors university policy and advises university officials on the impact of current and proposed policies, supports the organization's work in the campus community, participates in clarifying and resolving issues, and develops policies that describe the organization's stand on relevant issues. The area of advocacy governance has almost solely been delegated to the Executive Committee, and represents one of the most important areas of the Executive Committee's contributions.

## 1. GENERAL PARAMETERS

- 1.1 Following document, The Students' Association of Mount Royal University (SAMRU) Executive Committee Personnel Policies and Procedures: Executive Committee (the Policy), applies to executive committee. Other elected officials are covered under separate policies and bylaws.
- 1.2 In addition to this policy, all executives must adhere to all the SAMRU's policies, the Code of Ethics, the SAMRU's Bylaws, Confidentiality and Intellectual Property Agreements, and all legal statutes and obligations.
- 1.3 This policy must be approved and adopted by Students' Council.

## 2. DEFINITIONS

- 2.1 **Council** or **Board** means the Students' Council of the Students' Association of Mount Royal University (SAMRU), the governing board of the Students' Association.
- 2.2 **Executive Committee** means the properly-convened meetings of the executive members of Students' Council, namely the President and Vice-Presidents of the SAMRU who serve together as a Standing Committee of Students' Council. Collectively, Executive Committee is considered an active agent of Students' Council with a variety of delegated responsibilities appearing in SAMRU's bylaws and various committee Terms of Reference.
- 2.3 **Committee** means any properly-convened meeting authorized formally or informally through Terms of Reference by Students' Council.
- 2.4 **Executive** or **Executives** refers to the individual executive members of Students' Council. Individual executives are subordinate to the Executive Committee, with varied authority levels delegated by the Executive Committee or Students' Council from time to time.
- 2.5 **Executive Manager** is the President of the Students' Association.
- 2.6 **Term of Office** means the one-year period beginning May 1st following election, until May 15th the following year. All references in this policy assume the term of office as the benchmark measurement, unless otherwise stated.

- 2.7 **Calendar Year** means the twelve (12)-month period beginning January 1st and ending December 31st. All references to 'calendar year' in this policy are explicitly stated.
- 2.8 **Flex Time** is that time worked beyond normal working hours that does not normally carry past the month in which the time was accrued, and is essentially a modification of work schedules. Unused flex time can be carried forward from one (1) month to the next for the duration of a single term of office. Flex time from one term of office cannot be carried forward beyond the end of that one-year term (May 15th).
- 2.9 **Immediate Family** means an Executive's mother, father, sister, brother, grandmother, grandfather, child, grandchild, spouse or domestic partner.
- 2.10 **The Policy** means the SAMRU "Members of the Executive Committee Personnel Policies and Procedures".
- 2.11 **The Executive Director** (or his/her designate) has authorities delegated by the membership through the SAMRU bylaws and from the Executive Committee that are defined by Accountability Agreements.

### 3. OFFICER REQUIREMENTS

- 3.1 The Executive Committee, as a standing committee of Students' Council, is subordinate to Students' Council, and has an obligation to report all its work to Students' Council in writing and in a timely manner. Executive Committee minutes, once approved, will serve as the official committee report to Students' Council.
- 3.2 Each member of the Executive Committee is subordinate to the Executive Committee, and has an obligation to report all their work to the Executive Committee at a properly-convened meeting in writing and on a monthly basis. Written reports are mentioned elsewhere in this policy, and it should be noted that there is only one written report required from each Executive on a monthly basis and this single monthly report will serve as that required for the Executive Manager, Executive Committee and Students' Council. Details of the requirements for this monthly written report can be found in sections 9.28-9.33.
- 3.3 The authority of the Executive Committee is limited by bylaws, committee Terms of Reference, SAMRU policy, SAMRU's operating agreements, and appropriate legislation and regulations. Individual executives have individual authority only as approved by Executive Committee or Students' Council.
- 3.4 No Executive has authority to direct the organization or its staff without board and/or Executive Committee approval.
- 3.5 The Executive Committee will convene two types of properly-convened and minuted meetings each month. The first type of meeting, which will

normally occur weekly, will be the regular Executive Committee meeting where the Executive Committee discusses normal governance issues in support of Students' Council's responsibilities. The second type of meeting, which will normally occur every second week, will be the Representation and Lobbying meeting. At the Representation and Lobbying meetings, Executives will orally report on the details of their representation and lobbying efforts and the Executive Committee will formulate and approve public policy positions as necessary.

- 3.6 Normally, the Executive Committee meeting and the Representation and Lobbying meeting will not occur on Tuesdays or Thursdays, as these days often conflict with the Executives' representational duties on University committees.
- 3.7 The SAMRU bylaws outline the individual requirements for maintaining an Executive Officer position.
- 3.8 Executives are required to take at least one and no more than two credit courses during the fall and winter semesters of their term in office.
  - 3.8.1 All executives will take at least one credit course in each of the fall and winter semesters of their term in office.
  - 3.8.2 Any executive wishing to take two credit courses in either the fall or winter semesters during their term in office must obtain approval of the Executive Committee in advance. The Executive Committee will consider issues such as the individual's total workload, and the individual's ability to respond to their workload, as well as their ability to attend regular and ad hoc meetings during SAMRU's core hours in their decision-making.
  - 3.8.3 Any executive may take no more than one credit course in the spring or summer semesters, if they choose and if approved by the Executive Committee.
  - 3.8.4 Executives will only be reimbursed by SAMRU for a maximum of one (1) five (5)-credit course each semester.
- 3.9 In accordance with the bylaws, all Executives must avoid conflicts of interest and/or conflicts of loyalty that may arise from paid or volunteer work or extracurricular activities with SAMRU-affiliated external organizations. The initial determination of such circumstances will be made by the Executive Manager (or if the circumstances relate to the Executive Manager, by the Executive Committee). If necessary, an appeal of such decision may be made to Students' Council, with final determination of such circumstances will be made by Students' Council.
- 3.10 Executives may not use staff or SAMRU resources for any personal reason or purpose. Examples include, but are not limited to, booking travel arrangements for personal travel, obtaining computer support or software for a personally-owned computer, arranging couriers for personal pick-ups or deliveries. In addition, Executives may not ask staff to help them with their coursework or homework, although they may use SAMRU computers to complete their assignments.

#### 4. ROLE OF THE EXECUTIVE MANAGER

- 4.1 The role of the Executive Manager is to manage the Executive Committee's adherence to the bylaws and these policies. It is not the Executive Manager's job to manage the organization and its employees, which is the responsibility of the Executive Director.
- 4.2 The Executive Manager, like any individual board member, does not have the individual authority to direct the organization or its staff without board approval.
- 4.3 The Executive Manager does not have the power to veto board or Executive Committee decisions. Board decisions can only be changed by the board with a motion approved at a board meeting.
- 4.4 The Executive Manager is expected to:
- Assure that the Executive Committee, individual Executives, Students' Council and individual Students' Councillors fulfill their governance role, and act consistently within their delegated authority;
  - Keep the board focused on the organization's mission and its long-term direction;
  - Delegate what can properly be delegated to spread the workload among the individual Executives and to provide leadership experiences;
  - Collect executives' (including his/her own records) records of hours worked, collate data and monitor usage of flex time, vacation time, sick leave, and other paid and unpaid leave options; Submit a quarterly report to Executive Committee outlining each Executives' accumulation of flex time, and use of vacation time, sick time and other paid and unpaid leave options.
  - Make sure the Executive Committee and individual Executives, Students' Council and individual Students' Councillors prepare an annual work plan and monitor the progress of the work plan;
  - Monitor the board to make sure the board follows its own bylaws, policies and procedures;
  - Attempt first to resolve any issues with any executive or non-executive board members who are not meeting expectations informally
  - Lead the process to constructively resolve any conflicts emerging within the board or its committees formally, in accordance with bylaw 11, after informal attempts have failed;
  - Report to the Executive Committee Personnel Policy Committee, following the failure of attempts to correct issues him/herself, any failure of the Vice-Presidents to meet expectations or to follow SAMRU's bylaws, policies and procedures.
  - Report to the Students' Council on each of the items mentioned above at the last Students' Council meeting in the months of October and November, January, February, March and April.

- 4.5 In rare circumstances where the President is unable to fulfill the role of Executive Manager, Students' Council may appoint one of the Vice-Presidents to serve in this role.
- 4.6 In order to invoke this particular clause, the President must declare him/herself unable to fulfill these duties and demonstrate this incompetence to the satisfaction of Students' Council, or
- 4.7 The Vice-Presidents must initiate a non-confidence motion against the President in his/her role as Executive Manager, which must be followed up with the disciplinary procedures mandated in this policy and the bylaws.

## **5. ROLE OF VICE-PRESIDENTS**

- 5.1 The Vice-Presidents (and the President if s/he is not serving as the Executive Manager), who do not serve as the Executive Manager, are individually expected to:
- Cooperate with the Executive Manager in the completion of his/her work;
  - Complete their own work diligently and within the parameters of their authority;
  - Work to constructively resolve any conflicts emerging within the board or its committees, and
  - Report to the Executive Committee Personnel Policy Committee, following the failure of attempts to correct issues themselves, any failure of the President/Executive Manager to meet expectations or to follow SAMRU's bylaws, policies and procedures.

## **6. GOVERNANCE**

- 6.1 The Executive Committee is delegated by Students' Council to fulfill much of Students' Council work in the area of governance. The parameters of this delegated authority appear in SAMRU's bylaws, various committee Terms of Reference, and SAMRU policies.
- 6.2 According to the bylaws, in its governance role, the Executive Committee, as an integral part of Students' Council:
- Articulates and communicates the vision of the Students' Association;
  - Focuses on strategic planning and direction;
  - Focuses on the whole organization;
  - Speaks with one voice;
  - Directs the Students' Association work in the Students' Association's pursuit of both its mission and vision;
  - Is responsible for its own management, and
  - Avoids making management and operational decisions.
- 6.3 The Executive Committee is usually responsible for reviewing new initiatives and deciding whether or not they should be implemented. In its

review and decision-making of such new initiatives, the Executive Committee will consider the following questions:

- What is the description of initiative?
- Is this initiative being raised at the right level from a governance perspective?
- Is this a one-time or an ongoing initiative?
- When should this initiative be put in place? Can this deadline be realistically achieved?
- Who will be the “Lead” for this initiative?
- What current policies/bylaws/legislation will impact this initiative?
- What is the scope of the initiative (e.g. internal to the Executive Committee, internal to the SA, the university community, provincial, national)?
- Who does this initiative serve?
- What strategic priorities does this initiative help us to meet?
  - Organizational relevance
  - Communications
  - Relationship building
  - Sustainability
  - Learning
- How will success be defined for this initiative?
- How many individuals/groups may want to access this initiative?
- What political issues might exist around this initiative (e.g. conflict of interest, political partisanship, invidious distinctions)?
- What resources will be required to develop this initiative?
  - From a cost perspective?
  - From a staffing perspective?
  - From an Executive Committee or Students’ Council perspective?
- How will the initiative be sustained?
- If significant resources are required, how will these requirements be managed? New money? New staff? Change priorities?

### **Governance Through Policy**

- 6.4 Students’ Council governs by developing and approving policy that sets the parameters for staff and service volunteers to manage and implement.
- 6.5 The Executive Committee has delegated authority to review and approve most of SAMRU’s policies on at least an annual basis and as necessary.
- 6.6 The Executive Committee must not approve SAMRU’s segregated funds policy, finance policy, elections policy, “Code of Ethics”, or “Members of the Executive Committee Personnel Policy and Procedures”. All of these listed policies must be approved instead directly by Students’ Council.
- 6.7 In addition, where one of the Executives has or could have a conflict of interest related to an SAMRU policy, such policy should also be referred to Students’ Council for approval.

- 6.8 The Executive Committee also develops and approves policy in the form of motions at properly-convened meetings where minutes are taken and within the scope of authority as defined in the SAMRU bylaws and policies.
- 6.9 In circumstances where the members of the Executive Committee are equally divided on an issue and no majority decision can be made, the Executive Committee may move to refer any policy revisions or recommendations to Students' Council for Students' Council's consideration and decision.

## **7. REPRESENTATION AND LOBBYING**

### **External Committee Work and Meetings**

- 7.1 After their governance work, the Executives' primary responsibility is to represent students' interests on a variety of University, governmental and other committees. Student representation should therefore be considered a very high priority, and will be a responsibility that takes priority over other work.
- 7.1.1 Shirking committee work, and the associated preparation, follow-up and reporting, will be grounds for applicable disciplinary action.
- 7.2 The executives are responsible for distributing the committee load equally between themselves. It should be taken into consideration that Executives might have different work cycles and thus the committee load might be affected accordingly.
- 7.2.1 Executives' committee work distribution will be based on:
- Preparation time required in advance of each meeting (e.g., the volume of the meeting package),
  - Follow-up time required at the conclusion of each meeting (e.g., the number of assigned action items),
  - The length of time required for each meeting,
  - The frequency of the meeting schedule,
  - The committee's peak work times,
  - The skills and abilities of the individual executives,
  - The additional responsibilities of the individual on the committee, such as serving as a Chair or incurring travel, and
  - The interests of the individual executives.
- 7.2.2. Outgoing executives are expected to complete a data sheet for each committee on which they sat, so successive Executive Committees have the necessary information to make informed decisions about committee assignments.
- 7.3 Special considerations must be made when assigning committee responsibilities to the Board of Governors representative and the SAMRU media liaison.
- 7.4 The Board of Governors (BOG) representative shall not be a representative on the Tuition Fee Consultation (TFC) committee. As the

BOG representative, s/he will be expected to vote on tuition issues at the Board level. If s/he is also a member of the TFC, s/he will be expected to “speak with one voice” with the TFC committee, where the TFC has actually made a decision, in its presentation to the Board of Governors. Not participating in TFC allows the BOG representative to better represent the interests of this key university constituency to the Board of Governors.

- 7.5 BOG representative shall not deliver the report on SAMRU’s work, issues and initiatives to the Board of Governors, except in cases where the other Executives are not available.
- 7.6 If the BOG representative must deliver SAMRU’s report to the BOG, the Executive Committee shall provide the BOG representative with a written submission to pass on to the Board during the meeting.
- 7.7 The SAMRU media liaison, where the media liaison is also the SAMRU Board of Governors representative, shall not be permitted to speak on behalf of SAMRU in regards to issues involving the University Board of Governors.
- 7.8 Executives are responsible to regularly report on committee meetings. Information collected (paperwork) during the meetings is to be shared with the Executive Committee upon request and then be archived for future reference. Executives are not expected to share paperwork from committees where such sharing would violate privacy legislation, individuals’ expectations of privacy, or the committee’s confidentiality requirements.
- 7.9 Incoming Executives’ committee distribution is to be discussed with the outgoing Executives, prior to them taking post, to ensure preparedness and continuity of SAMRU’s position.
- 7.10 SAMRU’s position related to Executives’ representational and lobbying functions is determined, in advance, by Executive Committee or by Students’ Council. Such official public policy positions will normally be crafted at the Executives’ bi-weekly Representational and Lobbying meetings. Executives’ personal opinions should not be confused for SAMRU’s official position unless such opinion has been officially adopted by either Executive Committee or by Students’ Council. In such cases, the Executives are simply expected to state that the opinion provided is their own and not SAMRU’s official position.
- 7.11 In April of every year the Executives are expected to go through every one of the committees they sat on during their term and prepare a one to two-page summary (per committee) on what has happened, and any major concerns, strategic issues SAMRU should be aware of, personality profiles, tips/ trick for successors. These reports all need to be available prior to May 1st so they can be included as part of content briefings. (These summaries are also mentioned in the “Wrapping up Executives’ Terms” section of this policy.)

- 7.12 Executives will not normally delegate their representation function or committee work, and never without the prior approval of Executive Committee. Exceptions will occur in cases where a committee is seen to have low strategic priority to SAMRU and its membership.

### **Participation with Outside Lobbying Organizations**

- 7.13 Executives in general, and the President and Vice-President External in particular, are expected to participate in the work of various external lobbying organizations (such as the Canadian Alliance of Student Associations (CASA) and the Alberta Student Executive Council (ASEC)). The executive is expected to manage and balance the workload obligations of both organizations, which will include planning, managing and delegating tasks when away from the office on external conferences or incurring other organizational business out of the office. While specific requirements of these organizations may require absence from university committee meetings from time to time, overall obligations to those organizations will not take priority over obligations to SAMRU.
- 7.14 Any executive wishing to take on a leadership role with any external lobbying organization must obtain approval in advance of their nomination for such role from the Executive Committee.
- 7.15 The Executive Committee will consider the following issues in its deliberations regarding one of its members assuming additional responsibilities with an external lobbying organization:
- The time commitment expected as a result of the leadership role,
  - Any cost implications for SAMRU as a result of the leadership role, and
  - Implications on SAMRU's ability to meet its strategic objectives, and the Executive Committee and Executives of meeting their annual work plans, and
  - Any potential for conflicts of interest or conflicts of loyalty where SAMRU's rights would be advertently or inadvertently undermined or compromised.

### **Appointments to Academic Council**

- 7.16 Non-executive student representatives to Academic Council are first recruited and screened by the Academic Vice-President.
- 7.17 A rigorous interview process, normally created by the Academic Vice-President, with these candidates will include both incoming and outgoing Academic Vice-Presidents, if possible. Once the interview process is conducted, a recommendation is forwarded to the Executive Committee.
- 7.18 The Executive Committee acts as a check and balance by reviewing the recommendation of the Academic Vice-President. The Executive

Committee recommends the preferred candidates to Students' Council who in turn elect the student representatives to Academic Council.

- 7.19 The Mount Royal University Academic Council appoints the nominated student representatives to Academic Council.

### **Appointments to MRU Appeal Boards**

- 7.20 The Executive Committee may be required to submit a list of names of potential student representatives to Mount Royal University (MRU) to serve as student representatives on MRU Appeal Committees (such as Code of Student Conduct Appeal Boards). This nomination does not guarantee acceptance by MRU. MRU is responsible for all selection and training of these student representatives. The Academic Vice-President should play a prominent role in the recommendation of these candidates.

### **Representation by Non-Executives**

- 7.21 Appointing or sending any non-executive student representative to committee meetings must be approved in advance by the Executive Committee.
- 7.22 Reasons the Executive Committee would allow a non-executive to serve in a representational function include, but are not limited to:
- The committee would not have student representation at all if a non-executive were not appointed, and/or
  - The non-executive student representative possesses specialized, first-hand knowledge that is directly relevant to the committee and critical to effective representation of a group of students.
- 7.23 In rare circumstances where an Executive's representation function or committee work is delegated either to non-executive Students' Councillors or non-board students-at-large, full briefings must occur in advance of each meeting so the delegated student is fully informed of SAMRU's position and full debriefings must occur after each meeting to ensure that SAMRU has a complete sense of the committee's work and progress.
- 7.24 Permission from the committee chair must be obtained before sending any non-executive student representative to a committee meeting.
- 7.25 The Executive Director may recommend SAMRU staff and/or service volunteers to Mount Royal University committees, where such committees focus primarily on operational issues and the staff member or service volunteer is knowledgeable in the issues facing the committee. The Executive Committee is responsible for approving these recommendations.

## **8. BOARD SELF-GOVERNANCE**

### **SAMRU Board and Committee Meetings**

- 8.1 Executives must submit their Executive updates weekly, at the Executive Committee meetings, in a written format. A template will be provided.
- 8.2 Executives shall be prepared for all SAMRU meetings. Preparation includes reading and correcting minutes, reading and being to prepared to discuss briefing notes and any attachments, reviewing and being ready to ask questions on financial statements.
- 8.3 All executives will submit agenda items for Executive Committee and Students' Council meetings at least three working days in advance of each meeting.
- 8.4 Any discussion or decision items presented to Executive Committee and Students' Council will be supported by written materials supplied at least three working days in advance of each meeting,
- 8.5 Failure to supply written materials in support of any discussion or decision item in front of the Executive Committee or Students' Council may result in the tabling of that item until the next scheduled meeting.
- 8.6 Executives are expected to be punctual for all Executive Committee and Students' Council meetings. If punctuality is not possible as a result of other work, advanced notice of tardiness will be provided.
- 8.7 Executives must take advantage of technological resources provided for them, specifically cell phones and personal digital assistant (PDAs), to ensure consistency. They should bring PDAs to Executive Committee and make sure to synchronize their PDAs with their computers daily.

### **Board and Committee Meeting Chairs**

- 8.8 As per the bylaws, the Executives will serve the role of Chairing Students' Council on a rotating schedule. This rotating schedule will be approved at the first Students' Council meeting each semester.
- 8.9 As per the bylaws, the President will Chair Executive Committee meetings.
- 8.10 All executives may be asked from time to time to chair committee meetings and other meetings as required.
- 8.11 A chair's responsibilities are limited to managing meeting processes and include:
  - Working with other board members and the Executive Director to identify agenda items,
  - Ensuring timely distribution of agendas and meeting packages,

- Employing Robert’s Rules effectively to ensure meeting effectiveness and active participation of meeting members,
- Focusing the attention of meeting participants to ensure a thorough discussion of all agenda items,
- For board meetings and its committees, focusing the discussion of meetings on governance-level issues or future-oriented, high level strategic issues for the organization,
- Ensuring that issues requiring policy direction or decisions are formalized through motions,
- Ensuring the completion of accurate minutes from the meetings,
- Ensuring that decisions before the meeting are being made at the right level and using appropriate criteria (for example, please see the “New Initiatives Checklist”),
- Ensuring that records from each meeting are captured for posterity, and in the case of governance meetings, ensuring that records are included in the minute book once approved,
- Reporting on the committee’s work, as necessary, to Students’ Council.

8.12 According to the bylaws, the Chair to Students’ Council is also responsible to:

- Make sure that committee chairs are appointed, and
- Monitor the Board to make sure the board follows its own bylaws, policies and procedures.

8.13 All committee Chairs are also responsible for reporting the work of their committee to Students’ Council at every Students’ Council meeting.

### **Committee Terms of Reference**

8.14 Normally Executives will create or assist non-executive board members in the creation of committee Terms of Reference. (A sample Terms of Reference is included as an Appendix.) Sections to be included in the Terms of Reference are the following:

- Name and type of committee
- General purpose
- Key duties and responsibilities
- Composition and appointments
- Meetings
- Resources
- Specific annual objectives
- Reports and target dates
- Review and evaluation

8.15 The Executive Committee will ensure that a chair is appointed for each committee created either by the Executive Committee or Students’ Council, and that each appointed chair receives the training and support necessary to do their jobs including delegation through board/staff relations.

- 8.16 In accordance with the bylaws, terms of reference for all special Board or Governance committees must normally be submitted to Students' Council for review and ratification in advance. In exceptional circumstances that are both time bound and urgent, the Executive Committee, as active agents of Students' Council, can create terms of reference for committees and these committees can begin meeting as long as such terms of reference are presented for approval at the next Students' Council meeting.

### **Students' Council Liaison**

- 8.17 Each Executive will serve as an Executive Liaison for a number of Students' Councillors. The Executive Liaison assignments will be determined at the start of the Fall semester by the Executive Committee.
- 8.18 The job of the Students' Councilors' Executive Liaison is to provide direction to the Students' Councilors assigned to him/her regarding any issues that the Students' Councillors might have, such as determination of volunteer hours, project direction, policy and bylaw clarifications, and initiatives they might want to start.
- 8.19 Each Executive is expected to be the primary contact for the Students' Councilors assigned to him/her. In the event that their Executive Liaison is not available to speak with a Students' Councilor, the Executive Manager is to be contacted.
- 8.20 As expected, the Commissioners appointed to support particular Executive portfolios will be assigned to the applicable Executive whose work they are supporting. (So, the Executive Liaison for the Commissioner to President will be the President; the Vice President Academic will be the Executive Liaison for the Commissioner to the Vice President Academic; etc.)
- 8.21 Where possible, all other Students' Councilors will be assigned to their Executive Liaison based on similar goals, personalities, communication styles, and interests.
- 8.22 Where possible, the workload associated with serving as an Executive Liaison will be equally distributed among all four Executives.

### **Students' Council Management**

- 8.23 Each Executive Liaison is expected to manage the volunteer hours, attendance, and work performance of the Students' Councilors assigned to him/her.
- 8.24 The Executive Manager is expected to ensure that all Students' Councilors receive the honoraria payments which they have earned.
- 8.25 The Executive Committee is responsible for reviewing Students' Council's honoraria and benefits annually, and making recommendations for these

honoraria and benefits in the annual budget. Students' Council accepts these honoraria and benefits when approving the budget.

- 8.26 Students' Councilors are paid honoraria each semester based on the formula, agreed upon at the beginning of each year during the budgeting process, that accounts for both the amount of meetings they attend and the amount of volunteer hours they collect throughout the semester.
- 8.27 Students' Councilors are to collect 40 volunteer hours a semester. No more than 40 hours' work will be paid by honoraria. If less than 40 hours is worked, they will be paid on a pro-rated basis.
- 8.28 Students' Councilors are allowed to collect volunteer hours where they are volunteering for the board on board-initiated projects.
- 8.29 Volunteering for service centers involves volunteering for a Student Service Coordinator, which is not volunteering directly for the Students' Council, therefore will not constitute countable volunteer hours.
- 8.30 The following table outlines some volunteer opportunities that can be considered in the Students' Councilors' counting of their monthly volunteer hours. This table provides a sample of volunteer opportunities, which may be augmented from time to time by the Executive Committee.

Opportunities that will count	Opportunities that will not count
<ul style="list-style-type: none"> <li>• Classroom visits training</li> <li>• Classroom visits (1 hour per visit)</li> <li>• Overhead presentations in class (1 hour per month)</li> <li>• Office hours</li> <li>• SA booths</li> <li>• Advertising events</li> <li>• Handing out materials to students (e.g. leaflets)</li> <li>• AGM planning meeting</li> <li>• AGM attendance</li> <li>• Board initiated volunteer hours (e.g. classroom visits)</li> <li>• Meeting with constituents</li> <li>• Meet and greets</li> </ul>	<ul style="list-style-type: none"> <li>• SA paid work (e.g. Liberty Lounge)</li> <li>• Non-board initiated SA volunteer hours (management and implementation)</li> <li>• Double dipping (already paid volunteer hours, e.g. Academic Council (except the Academic Commissioner).</li> </ul>

- 8.31 The Executive Liaisons are to be contacted regarding any questions Students' Councilors may have regarding honoraria and volunteer hours.
- 8.32 Students' Councilors volunteer hours may be carried forward from month to month within a semester. A maximum of 10 hours may be carried forward from the fall semester to the winter semester. There is no carry-forward past April 30.

- 8.33 Calculation of the honoraria for members of Students' Council shall use the following formula: # of meetings attended X \$50 + # of volunteer hours X \$7.50 to a maximum of \$1200. This will be paid at the end of the Fall and Winter semesters, with a maximum of \$600 to be paid for any single semester.

## **9. BOARD BUILDING**

- 9.1 The Executive Committee has the responsibility for "board building". In particular, the Executive Committee is responsible for cultivating students' interests in SAMRU's executive and non-executive board positions, recruiting students to stand for election or appointment for board positions, overseeing the training and orientation of new board members, overseeing the evaluation of non-executive board work, and cooperating with the evaluation of executive board work.
- 9.2 All of the Executives are expected to participate in Board Building.

### **Recruiting for Board Appointments**

- 9.3 In accordance with the appropriate Terms of Reference approved from time to time by Students' Council, the Executive Committee is responsible for determining the job selection criteria, agreeing upon the details of the hiring process, advertising vacant board positions, accepting students' applications, screening applications, implementing the details of the hiring process, interviewing candidates, deliberating on the candidate selection, and recommending their preferred candidate to Students' Council for approval.

### **Recruiting for Board Elections**

- 9.4 As part of the Communications Strategy every year, the Executive Committee will agree upon a general campaign concept and scope to advertise the annual SAMRU elections. The Vice-President Student Life will lead this process, as per the bylaws.
- 9.5 Any changes to advertising campaign and scope of the SAMRU elections, and the availability of executive and non-executive positions, must be approved in advance by the Executive Committee.
- 9.6 Anyone running for a board position may not play a role in implementing any advertising, marketing or promotions for board elections in the semester in which the elections occur, except as noted in 9.6.1 and 9.6.2.
- 9.6.1 Any incumbent running for a board position may advertise, market or promote board elections only during the campaign period and using materials that are available to all other candidates upon request.
- 9.6.2 Any incumbent running for a board position may advertise, market or promote election nomination information as long as s/he does

not use this platform to advance his/her re-election campaign and does not mention or discuss his/her own candidacy.

### **Orienting and Training Students' Council**

- 9.7 The Executive Committee is responsible for determining the form of orientation and training Students' Council should receive in order to best equip them for their jobs.
- 9.8 Executive Committee must decide on the nature and scope of Students' Council's training and orientation by no later than July 15th each year.
- 9.9 Students' Council will be trained and oriented at least once a year, in September. At a minimum, Students' Council will be trained in the principals of governance, Students' Council roles and responsibilities, legal and ethical responsibilities, committee processes, and the board's employment obligations.
- 9.10 Each Executive Liaison will be responsible for providing one-on-one assistance to Students' Councillors regarding details of Students' Councilor job descriptions and governance-related questions.
- 9.11 Students' Council can choose to approve the development and delivery of additional workshops or in-services (an in-service is defined as a short in-house presentation to inform people of policies or procedures dealing with a particular issue that already exist) to meet their particular needs. These additional workshops will be included where possible from a resource perspective and where the work cycle accommodates. This will include Robert's Rules training and information on how to read financial statements.

### **Orienting and Training Executives and the Executive Committee**

- 9.12 Each outgoing Executive member is expected to cooperate fully in the transitioning of their incoming counterpart.
- 9.13 Outgoing Executives will, at a minimum, ensure their incoming counterparts receive adequate information on:
  - The Executive job description, including a description of all projects on which the Executive works,
  - The work and progress and people of all committees on which the outgoing Executive sat,
  - Materials found on the public SAMRU drives,
  - All of the software programs on the computer in his/her office,
  - The electronic and manual filing systems in his/her office, and
  - All program and service evaluation collection tools for his/her portfolio.
- 9.14 Outgoing Executives will also take their incoming counterparts on a tour of Wyckham House, and introduce them to all full-time staff.
- 9.15 In the month of April, incoming Executives must obtain, read and know:

- SAMRU's bylaws,
  - SAMRU's Services Directory,
  - SAMRU's Annual Reports for the last three years,
  - License of Occupation Agreement,
  - All SAMRU Committee Terms of Reference, and
  - All SAMRU's policies, but particularly:
    - Members of the Executive Committee Personnel Policy
    - Code of Conduct
    - Finance Policy
    - Segregated Funds Policy
- 9.16 During the months of June, July and August, all Executives will read the minutes and meeting packages for the last year for all the committees to which they have been assigned.
- 9.17 All outgoing, incoming and returning Executives are expected to fully participate in the annual "Content Briefings" process, where incoming Executives are informed of a wide variety of ongoing organizational projects.
- 9.18 Incoming and returning Executives will be trained in the principals of governance, Students' Council roles and responsibilities, legal and ethical responsibilities, committee processes, and the board's employment obligations.
- 9.19 Executives will receive a number of additional workshops developed and delivered throughout the summer months. These additional workshops will include: media relations, Robert's Rules, financial governance, and employment legal issues. The Executive Manager will also receive specific training on his/her Human Resources role as Executive Manager.
- 9.20 Incoming and returning Executives can choose to approve the development and delivery of additional workshops or in-services to meet their particular needs. These additional workshops will be included where possible from a resource perspective and where the work cycle accommodates.
- 9.21 It is each Executive's responsibility to ensure they have the knowledge, skills and abilities to do their job. This means that each Executive is expected to read all materials provided to them as part of their orientation and training.
- 9.22 Incoming and returning Executives will be responsible for developing an individual Work Plan. These will list goals and objectives to be accomplished either as part of the Annual Executive Work Cycle, or as part of the individual Executive's portfolio. These work plans will be co-ordinated through the Executive Manager, and monitored by the Executive Committee Personnel Policy Committee.

**Evaluating Students' Council**

- 9.23 The Executive Manager is expected to conduct a series of evaluations of Students' Council's meetings, process and work progress, and to lead a self-evaluation process where each Students' Councilor assesses his/her own contribution to Council's work.
- 9.24 Evaluations of Students' Council meeting process are to be circulated as part of each Students' Council meeting package. At the conclusion of each meeting, the meeting evaluations are collected and collated. The results of the meeting evaluation are circulated at the next Students' Council meeting. A summary of the meeting evaluations from each semester are circulated at the beginning of the next semester. As part of the circulation of the evaluation results, the Executive Manager is expected to lead a discussion where Students' Council discusses its process and formalizes any process changes through motions.
- 9.25 Each Executive Liaison is expected to circulate self-evaluation forms to each of the Students' Councillors whom they support. This circulation is to occur in the months of November, February and April. After each Students' Councilor has completed their self-evaluation, they are to meet with their Executive Liaison to discuss any problems or issues arising from their self-evaluation.
- 9.26 Together the Students' Councilor and Executive Liaison will create an action plan to address any arising problems or issues.
- 9.27 Once each semester, the Executive Manager will lead an evaluation process where Students' Council evaluates its progress as it relates to the approved work plan. Any gaps identified as a result of this evaluation will be addressed through an action plan that will be approved by Students' Council.
- 9.28 The Executive Committee is expected to conduct an exit interview with each Students' Councilor – regardless of whether they'll be returning for an additional term – in March and April of each year. The Executive Committee will delegate the interviews to the Executive Liaison responsible for working with each Students' Councilor. The Executive Manager is expected to collate the results of the exit interviews, and report to Students' Council and the Executive Committee on the results. The Executive Committee is expected to create an action plan to address relevant issues identified through the exit interview process.

### **Evaluating the Executives**

- 9.29 Executive performance evaluations are intended for the mutual benefit of the SAMRU and executives. While these evaluations help identify where some executives are having difficulties, performance evaluations also point out excellent performance. Should an executive encounter any problems with his/her job, performance evaluations help find ways to correct those problems. Executives' performance evaluations are completed by various people (such as other Executives, selected

Students' Council members, staff, selected University personnel) and coordinated by the Executive Manager.

- 9.30 Each Executive is expected to submit a monthly report to Students' Council outlining the work they have undertaken on behalf of the Students' Association and the progress they have made to achieving the annual work goals.
- 9.31 As part of their monthly report, each Executive is expected to itemize the meetings they have attended, following up on any action items, and debriefing the meeting.
- 9.32 As part of their monthly report, each Executive is expected to list the meetings they were not able to attend and the reason.
- 9.33 Twice a year, a 360-degree review will be conducted on each Executive. The review will occur in early December and April of each year. An independent contractor will be hired to collect and collate the results of each review. The results of the review will be used by each Executive to assess his/her own performance and to develop corrective actions where performance is deficient.
- 9.34 Each outgoing Executive is expected to complete an exit interview questionnaire prior to his/her departure and submit the completed questionnaire to the Executive Manager. The Executive Manager is expected to collate the results of the exit interviews, and report to Students' Council and the Executive Committee on the results. The Executive Committee is expected to create an action plan to address relevant issues identified through the exit interview process.

## **10. SAMRU IMAGE**

### **Communications Strategy**

- 10.1 Branded materials (swag) purchased through the Communications Strategy may only be distributed following advanced approval from the Executive Committee and in accordance with the schedule and outcomes approved through the Communications Strategy process.

### **Media Relations**

- 10.2 The External Vice-President will serve as the media liaison, and will be responsible for finding an appropriate spokesperson to address media issues and to approve media requests in a timely manner.
- 10.3 All Executives will be required to serve as spokespeople for SAMRU from time to time, and as assigned by the Executive Committee.
- 10.4 Executives will conduct media relations in compliance with the Media Access Policy and Procedures. The official representatives of the Students' Association are the members of the Executive Committee.

These representatives have the authority to speak on behalf of the Students' Association of Mount Royal University to on and off campus media in accordance with the Code of Conduct, SAMRU policies and the Bylaws, and SAMRU's approved political positions.

- 10.5 The External Vice-President is the liaison person for all media requests. In the event of his/her absence, it is the responsibility of the External Vice-President to explicitly delegate this role to another member of the Executive Committee or the Executive Director. The President or his/her designate will perform media liaison responsibilities should the Vice-President External fail to explicitly designate a substitute media liaison during his/her absence.
- 10.6 The External Vice-President or his/her designate is responsible for ensuring that proper forms are filled out for all media tasks and that media liaisons carry approved media access forms to demonstrate that their work has been approved.
- 10.7 All approved media activities must follow relevant legislation and regulations such as the Alberta Gaming and Liquor Control rules and regulations. Media liaisons are required by university regulation not to block fire exits, access ways, and walkways while working. Media liaisons are required to conduct themselves according to ethical boundaries of conduct. Reporters are required to respect the rights of people being filmed, photographed, or recorded. Reporters are also required to ask the subject's permission before starting any interviews. Please consult the Media Access Policy and Procedures for full details.
- 10.8 Occasionally, the External Vice-President or his/her designate may delegate the authority to speak to the media on behalf of the Students' Association to a staff member. In this case, the staff person is limited to providing relevant operational information rather than information on the positions of the Students' Association, Students' Council, Executive Committee and/or staff of the Students' Association. In this case, the External Vice-President should contact the Executive Director and the staff member to determine their willingness and ability to speak to the media on a particular topic.
- 10.9 Executives will split internal media relations tasks (usually interviews) between them depending on their area of expertise. It is the responsibility of the External Vice-President to lead this process, as per bylaws.
- 10.10 The External Vice-President or his/her designate has the authority to refuse media access. It is the responsibility of the media liaison to ensure that requests for access are reasonable, timely and comply with the established Media Access Plan procedures.
- 10.11 Where particular issues are before the Board of Governors, SAMRU will find someone other than the BOG representative to serve as the spokesperson on the issue.

## 11. BOARD AND STAFF RELATIONS

### Role of the Executive Director

11.1 In accordance with the bylaws and the accountability agreement between the Executive Director and the Board, the Executive Director is responsible for:

- Managing and administering the day-to-day operations of the Students' Association.
- Assisting the board in clarifying member needs and/or problems.
- Assisting the board and committees with policy development.
- Directing policy and establishing implementation procedures.
- Administering the organization.
- Preparing budgets, in consultation with the board, and managing the money.
- Implementing the personnel policy.
- Hiring, supervising and evaluating staff.
- Preparing long and short-term plans.
- Providing professional expertise and objective reactions to the board.
- Reporting to the board, and acting as liaison between the board and staff.
- Evaluating program achievements, and reporting to the board on results.
- Interpreting programs and services to the community.
- Seeking community support and understanding for the organization.
- Acting as ex officio member of all board committees.
- Supporting the board in fulfilling its function.
- Attending committee meetings as requested.

### General Board/Staff Role Clarity

11.2 The following table provides general parameters and guidelines for what is expected from staff and board members, remembering that the Executive Committee is the primary work unit for the board and as such is delegated with responsibility for leading and/or fulfilling many of Students' Council's responsibilities.

Activity	Responsibility
<b>PLANNING:</b>	
Direct the planning process	Staff
Provide input to long range goals	Board/Staff
Approve long range goals	Board
Formulate annual objectives/business plans	Staff
Approve annual objectives	Board
Prepare performance reports on achievement of goals and objectives	Staff
Monitor achievement of goals and objectives	Board/Staff
<b>PROGRAMMING:</b>	

Assess general stakeholder needs (i.e., program initiation, and program cancellation)	Board
Assess specific stakeholder needs (i.e., existing program modifications)	Staff
Train volunteer leaders	Staff
Oversee evaluation of products, services and programs	Board
Maintain program records; prepare program reports	Staff
Prepare preliminary budget	Staff
Approve budget	Board
Ensure expenditures are within budget during year	Staff
Solicit contributions in fundraising campaigns	Board
Organize fundraising campaigns	Staff
Approve unbudgeted expenditures outside authorized budget	Board
Ensure annual audit of organization financials	Board
PERSONNEL:	
Employ Executive Director	Board
Direct work of staff	Staff
Hire/discharge staff member	Staff
Hire/discharge Executive Director	Board
Decision to add staff	Board
Settle staff conflicts	Staff
COMMUNITY OUTREACH:	
Interpret organization to community	Board
Provide organization linkage with other organizations	Board/Staff
BOARD COMMITTEES:	
Appoint committee members	Board
Call Committee Chair into action	Board
Promote attendance at Board/Committee meetings	Board
Recruit new Board members	Board/Staff
Plan agenda for Board meetings	Board/Staff
Take minutes at Board meetings	Staff
Plan and propose committee organization	Board/Staff
Prepare exhibits, material and proposals for Board and Committees	Staff
Sign/Approve legal documents	Signing Authorities
Follow-up on implementation of Board and Committee decisions	Staff
Settle conflicts between Committees	Board

**Governance to Management Communications**

11.3 The formal lines of communication are 1) from the board to the President, from the President to the Executive Director, from the Executive Director to staff, and 2) from staff to the Executive Director, from the Executive Director to the President, from the President to the board.

- 11.4 The formal lines of communication should be followed whenever there is need for a formal communication, there is a conflict between board members and staff, there is a question of people's roles and responsibilities, and when a member of the board has lost the privilege of communicating directly with staff.

#### **Supervision of the Executive Director**

- 11.5 The President is responsible for the day-to-day and annual supervision of the Executive Director, including the annual performance evaluation of the Executive Director to be completed prior to May 1st each year.

#### **Hiring, Release and Employment Conditions of the Executive Director**

- 11.6 The board is responsible for the hiring and release of the Executive Director. The board is also responsible for determining the employment conditions of the Executive Director, including revisions to job descriptions and job duties within the parameters of employment law.
- 11.7 As the employer of the Executive Director, the board is entitled to receive information from the President regarding the Executive Director's general performance, goals, and development needs.

#### **Performance Management and Staff Work Assignments**

- 11.8 As the Executive Director is accountable to the board for the organization's management, he or she will be responsible for distributing all work assignments to staff.

#### **Personal and Professional References**

- 11.9 No Executive will ask a member of staff for a personal or professional letter of reference prior to the conclusion of his/her term of office, and his/her departure from the Executive Committee and the board. Similarly, no member of staff will offer or provide a personal or professional letter of reference to an Executive until after the conclusion of his/her term of office. This policy does not limit Executives from asking staff to provide verbal references to potential employers and does not prohibit staff from providing such verbal references.

### **12. EXECUTIVE COMMITTEE WORKING CONDITIONS**

#### **Hours of Work**

- 12.1 Executives are normally expected to work thirty-five (35) hours a week, which is seven (7) hours a day. It does not include lunches or other time off from work, class time or homework time. In order to accommodate the Executive's ability to use the flex time option, Executives are expected to negotiate their regular work schedule with the Executive Manager.

- 12.2 Nevertheless, all executives are required to be available to work occasional evening and weekend hours in order to accommodate the regular fluctuation of work loads and membership needs.
- 12.3 Executives must maintain minimum core hours of 10:00 a.m. to 4:00 p.m. If they hold different hours, due to various nature of each Executive position, they should submit their requested hours to Executive Manager. The Executive Manager will approve such reasonable work schedules.
- 12.4 Executives shall use a template provided to track/ log their hours daily, also noting any time off during the day, and provide this work record to Executive Manager within three (3) business days of the end of each month.
- 12.5 Work from home or off-site, except work associated with travel and conference and occasional off-campus meetings, is limited to seven (7) hours a week.
  - 12.5.1 Executives who wish to work off-site will clear the associated tasks or projects with Executive Manager in advance and report on their progress immediately after the off-site work is completed.
  - 12.5.2 If the President wishes to work off-site, s/he will clear the associated tasks or projects with the Executive Committee in advance on report on his/her progress immediately after the off-site work is completed.
- 12.6 Scheduling vacation days, to a total of 15, as per sections 12.25-12.29 of this policy, must be approved by the Executive Manager.
- 12.7 Even during the election time, the executives are expected to work their regular hours, unless they have accumulated flex time or vacation time available for use during this period. Any adjustments in work schedules must be approved by the Executive Committee. (See Section 17)
- 12.8 No overtime is accumulated or compensated.
- 12.9 In the case of a dispute in expectations, where an Executive Manager's expectations are considered onerous or unrealistic by one or more of the Vice-Presidents, Students' Council will make the final approval of the Executives schedules.
- 12.10 All Executives taking time off – whether flex time, vacation time, sick time or some other leave option – will contact the receptionist in advance of taking the time off, so the receptionist can prominently record this information for others' reference.
- 12.11 All Executives taking time off for flex time and/or vacation time in excess of two (2) consecutive days, or greater than fourteen (14) hours in one calendar week, shall obtain prior approval from the Executive Committee.

### **Flex Time**

- 12.12 Flex time is accumulated whenever Executives work in excess of seven (7) hours per day or thirty-five (35) hours per week.
- 12.13 Normally, flex time is calculated and reported to the Executive Manager on a monthly basis.
- 12.14 The Executive Manager is to be informed whenever a member of the Committee is taking up to seven (7) hours off. The Executive Manager shall inform the Executive Committee whenever s/he is taking up to seven (7) hours off.
- 12.15 Executive Committee is to be informed whenever a member of the Committee is taking seven (7) or more hours off. When an individual Executive plans to take more than two (2) consecutive days off as flex days, the Executive Committee will approve the time off in advance.
- 12.16 Flex time is normally accumulated over the course of the term of office. Any flex time from a previous term of office cannot be further carried forward.
- 12.17 Executives who generate flex time as a result of working off-site will clear the associated tasks or projects with Executive Manager in advance and report on their progress immediately after the off-site work is completed.
- 12.18 During Travel and Conference, Executives may book hours of work for the time spent in meetings or session. In addition, a reasonable amount of time may be accumulated attending social functions outside of the regular meetings or session, provided that the Executive member is actually working during this period. No Executive should normally be consuming alcohol while on duty (i.e., while booking hours). The exception relates to hospitality and appreciation functions, where Executives may consume alcohol in moderation and remain below the legal level for drinking and driving (0.08). The rationale for this degree of moderation is that if such events are to be considered "working" events, Executives' judgment and decision-making abilities cannot be or seen to be impaired.
- 12.19 Every hour of accumulated flex time entitles an Executive to take off one (1) hour of lieu time. However, as Executive Terms of Office are volunteer hours, it is not expected that Executives will use all their accumulated flextime.
- 12.20 The SAMRU provides at least seven (7) lieu days (occasionally more) off when the University is closed at the end of the Fall Semester, during the Christmas shut down, and certain non-statutory vacation days (e.g. Easter Monday, Stampede Parade Day, Heritage Day and Boxing Day) as compensation for Executives' accumulation of flex time. The Executives' accumulation of flex time will be reduced by seven (7) hours for each of these days.

- 12.21 Use of lieu time requires Executive Manager's specific approval. The Executive Manager must be informed of any modifications in the Executive work schedule and Executives must record such modifications in work schedule in the log maintained by the Receptionist(s) and his/her personal hours log.
- 12.22 Normally, the best times of year to take accumulated lieu time are: the summer months (June and July), an extended Christmas break (normally in December and beyond that approved by the Executive Manager), or reading week. Extended use of flex time, even during these preferred times, still requires prior approval from the Executive Manager.
- 12.23 From time to time, Executives may be granted special permission to take lieu days in excess of the amount of flex time s/he has accumulated. This special permission must be granted, in writing, by the Executive Committee.
- 12.24 If an executive leaves office before s/he has repaid all advanced lieu time, s/he will be expected to repay SAMRU accordingly.

### **Flex Time Reporting**

- 12.25 Executives will submit monthly reports to the Executive Manager detailing flex time that has been accumulated each month. It is the responsibility of the Executive to ensure that the Executive Manager receives these monthly reports.

### **Vacations**

- 12.26 In each Term of Office, Executives are entitled to fifteen (15) vacation days, with the timing of vacation to be approved by the Executive Manager, for each one-year term of office.
- 12.27 Executives who leave before the completion of their term in office will be entitled only to a prorated share of vacation (equivalent to 1.25 days per month of office). Executives who have taken all of their vacation, but who leave before the completion of their term in office, will be required to repay SAMRU accordingly.
- 12.28 Vacation Entitlements cannot be carried forward beyond the Executive's one-year term of office.
- 12.29 The Executive Manager will approve of the time when the vacation is to be taken. In cases of a dispute with the Executive Manager, vacation schedules can be taken to the Executive Committee for approval.
- 12.30 Holidays cannot be taken during the last two weeks of August, first three weeks of September or January or the last six weeks of their term of office, due to heavy workload requirements.

## **General Holidays**

12.31 The following general statutory holidays are observed by the SAMRU:

Canada Day	Christmas Day
Good Friday	Remembrance Day
Labor Day	New Year's Day
Thanksgiving Day	Victoria Day
Family Day	

12.32 The following non-statutory holidays are observed by the SAMRU. Please note that seven (7) hours of lieu time is deducted from executive's accumulated flex time in order to compensate for these non-statutory holidays.

Boxing Day	Easter Monday
Stampede Parade Day	Heritage Day

12.33 The designation of statutory and non-statutory holidays may change without notice.

## **Leaves of Absence**

12.34 Occasional Illness: Leave with pay due to Occasional Illness is calculated on the basis of one (1) day per month worked, up to a maximum of twelve (12) working days per term of office. Paid sick days are not cumulative from one year to the next.

12.35 Medical and Dental Appointments: Time off to attend medical and dental appointments will be taken as lieu time.

12.36 Bereavement: In the event of a death occurring in an executive's immediate family (as defined in Section 2.9), a leave of absence is granted for a period of three (3) working days plus two (2) additional working days if travel outside Alberta is required. Executives are given one-half (1/2) working day without loss of regular pay to attend a funeral ceremony of individuals outside their immediate families.

12.37 Attendance at Court Proceedings: Executives summoned to appear as witnesses during court proceedings or to serve jury duty are allowed leave with pay less any fee received for that participation.

12.38 Disaster: Executives are granted two (2) working days with regular pay in order to deal with severe conditions resulting from natural disasters such as floods, fires and tornadoes.

12.39 Weather: If an executive is unable to attend work because of severe weather, that executive receives honoraria for work missed at the discretion of the Executive Committee.

- 12.40 Leaves of Absence without Pay: For any leave of absence without pay, a written application must be submitted to the Executive Committee who may or may not approve such an application. Such a leave of absence may be approved at the absolute discretion of the Executive Committee.

### **Dress and Appearance Standards**

- 12.41 In executive's appearance is an essential element of professionalism and therefore, the SAMRU requires that executives maintain high standards of personal hygiene at all times.
- 12.42 It should be noted that Executive Manager will approach executives not maintaining sufficiently high standards of hygiene and grooming.
- 12.43 Hygiene Standards:  
Good personal hygiene standards must be maintained. Fellow workers and those using the SAMRU services expect general cleanliness. Each executive should present a neat and clean appearance.
- 12.44 Dress Standards:  
Each executive must wear clean, well-maintained and appropriate clothing. Name tags must be worn by all executives when directed to do so by the Executive Manager.
- 12.45 The Occupational Safety and Health Act requires that shoes be worn in order to protect feet from broken glass and similar hazards. Clean and well-maintained shoes must be worn at all times.

### **Outside Work and Volunteer**

- 12.46 In accordance with the bylaws, no Executive may hold full-time employment outside of the Students' Association.
- 12.47 In accordance with the bylaws, all Executives must report any part-time employment to the Executive Manager.
- 12.48 The Executive Manager may refuse permission for an Executive to maintain part-time employment, whether paid or unpaid, where such employment interferes with the Executive's ability to fulfill his/her job responsibilities and to maintain core office hours. The Executive Manager's decision can be appealed by taking the matter to Executive Committee.
- 12.49 In accordance with the bylaws, all executives must avoid conflicts of interest and/or conflicts of loyalty that may arise from paid or volunteer work or extracurricular activities with SAMRU-affiliated external organizations. Final determination of such circumstances will be made by Students' Council.

## **13. HONORARIA, BENEFITS, PERQUISITES AND PRIVELEDGES**

- 13.1 All Executive Honoraria and Benefits are determined by Students' Council and referenced in the bylaws.

### **Bi-Annual Honoraria Review**

- 13.2 Executive Honoraria will be reviewed by the Executive Committee Personnel Policy Committee, with the assistance of the SAMRU Advisory Committee, on a bi-annual basis.
- 13.3 The Executive Committee Personnel Policy Committee will make a recommendation on proposed changes to the Executive Honoraria to Students' Council.
- 13.4 In their review, the Executive Committee Personnel Policy Committee will consider the honoraria levels for student executives at comparable student governments in other major urban centers with comparable job complexity and work load.

### **Benefits**

- 13.5 Except as noted in 12.6 and 12.9, the SAMRU pays one hundred percent (100%) of Executive's contributions to the SAMRU Employee Insurance Benefits Plan premiums. Details of this Plan shall be as set out as detailed by the Insurance carrier.
- 13.6 Executives who wish to enroll their spouses or dependants in the SAMRU Employee Insurance Benefits plan may do so if the spouses or dependants meet the necessary criteria, by informing the Executive Manager of the necessary additions. Any additional cost for enrolling spouses or dependants in the SAMRU Employee Insurance Benefits will be borne by the Executive.
- 13.7 In accordance with the bylaws, executives may receive a parking pass for a Mount Royal University parking lot at SAMRU's expense.
- 13.8 In accordance with the bylaws, Executives may receive a Mount Royal Recreation Membership for the duration of their term in office at SAMRU's expense.
- 13.9 In accordance with the bylaws, Executives may receive reimbursement for a maximum of one, five credit, or its equivalent, Mount Royal University Course, in the fall and in the winter semesters, with the option of a Spring semester course, at SAMRU's expense.

### **Perquisites**

- 13.10 In accordance with the bylaws, the executives are not allowed to approve their own perquisites. All perquisites must be approved in advance of

their receipt by Students' Council. A perquisite is defined as a payment or profit received in addition to a regular wage or salary. In this context, perquisites include such things as free alcoholic beverages, branded clothing and paraphernalia, free attendance for guests to events, etc.

13.10.1 The Executive Committee will submit a list of perquisites for which they would like approval to Students' Council in the Fall semester. Students' Council's approval of such perquisites will last for 12 months.

### **Privileges**

13.11 Executives normally enjoy a number of privileges designed to allow them to work more efficiently and effectively. These privileges include, but are not limited to:

- Use of an SAMRU credit card;
- Positional access to key University and government decision-makers, campus and off-campus media;
- Direct access to SAMRU's senior managers to coordinate and manage board-approved projects and assignments;
- Direct access to SAMRU's project implementers to coordinate and manage board-approved projects and assignments;
- Use of SAMRU technological equipment, including cell phones, computers, PDAs, etc.;
- Access to SAMRU's suppliers for SAMRU-related business;
- Car rentals for SAMRU-approved travel;
- Access to SAMRU's inventories of office supplies, materials for Communications Strategy, contest giveaways and prizes, etc.;
- Access to hospitality and meeting expense accounts within budgetary and policy parameters;
- Master keys to access SAMRU offices, lockers and meeting rooms;
- Free soft drinks and coffee, for personal use only, through the Liberty Lounge, and
- Unsecured bar tabs at SAMRU's licensed premises.

13.12 Abuse of any of these privileges may result in the Executive's temporary or permanent inability to exercise the privilege in the future, and such abuse may result in disciplinary action.

## **14. USE OF TECHNOLOGICAL RESOURCES**

14.1 All computers, Internet connections, and other technological equipment are the sole property of the SAMRU.

14.2 The SAMRU allows its Executives to use computers, Internet connections and other technological equipment for some personal reasons. The personal uses that are explicitly prohibited include viewing or accessing pornography of any kind, or any uses that are deemed to be discriminatory, harassing, offensive, illegal or potentially illegal, or demeaning.

- 14.3 The SAMRU also explicitly prohibits its Executives from installing any unlicensed and/or unauthorized software, shareware or freeware onto the SAMRU computers. Any executives who want to install software, shareware or freeware onto the SAMRU computers must obtain permission, in writing, from the Network Administrator prior to initiating the installation.
- 14.4 It is the Executive's responsibility to report any unauthorized use of computers, Internet access or other technological resources immediately to the Executive Manager.
- 14.5 This technological use policy may change from time to time. It is the executive's responsibility to ensure that they remain current on any new policy developments in this area.
- 14.6 All computer usage and Internet usage can and will be monitored. Anyone found to be using these resources for illegal, inappropriate or unethical purposes may face disciplinary action.
- 14.7 Executives must take advantage of technological resources provided for them, specifically cell phones and PDAs, to ensure consistency. They should bring PDAs to Executive Committee and make sure to synchronize their PDAs daily with their computers.

## **15. TRAVEL AND CONFERENCE**

- 15.1 All Travel and conference requests must be approved in advance by the Executive Committee. Approved requests will be limited to amounts approved in SAMRU's budget.
  - 15.1.1 In the last quarter of an Executive's term, the Executive Committee will only approve travel and conference requests related to the executive's representation and transitioning functions. No travel and conference requests related to skill development, networking, training, or personal or professional development will be approved in the last quarter of an executive's term of office. (Please note exception in 15.1.2)
  - 15.1.2 Exceptions will be made to this policy where an executive is seeking re-election for an additional term of office.
- 15.2 Explicit information related to travel and expense reimbursements are provided in the SAMRU's Finance Policy. SAMRU will reimburse Executives for travel expenses that comply with SAMRU's Finance Policy and have been approved by Executive Committee.
- 15.3 The Executives' responsibilities associated with travel and conference are:
  - To attend all sessions and scheduled events at conferences,
  - To make the most of networking opportunities,
  - To spend social time with other members of the Executive Committee, and

- To focus on learning for SAMRU.
- 15.4 Executives are expected to provide an oral report of their experience at the conference, in addition to a recommendation regarding future attending, at an Executive Committee meeting within two meetings of their return from travel and conference. In particular, Executives' oral reports should focus on any learnings and ideas brought back to SAMRU from the travel and conference experience.

## **16. HOSPITALITY**

- 16.1 Executives have access to reasonable hospitality expenses for occasional meals and beverages with politicians, University representatives, and similar SAMRU stakeholders. In order to be reimbursed, the following conditions must be met:
- The topic of conversation must be directly related to the Executive's portfolio or an existing assigned project,
  - The person receiving the hospitality must be in a position to influence or to decide on a matter directly affecting the Executive's portfolio or an existing assigned project,
  - The meeting at which the hospitality is offered must have been pre-arranged (i.e., no impromptu spending),
  - The expenditures must be within approved budgetary parameters,
  - Meal expenditures must be reasonable for both the quantity of food and quality of the restaurant,
  - Alcohol will be limited to a maximum of two single units per person and will exclude the alcohol expenses of the host.
- 16.2 No expenses for an Executives' own alcoholic beverages will be reimbursed, except as expressly approved by Students' Council.
- 16.3 No hospitality expenses for traveling conference delegates will be reimbursed unless the Executive Committee has decided in advance that SAMRU will serve as host or co-host for either an event or the whole conference. (The rationale here is that all conference delegates receive a per diem to cover their reasonable expenses, and should therefore pay for their own expenses.)
- 16.4 Alcoholic beverages purchased outside SAMRU's licensed premises and provided as hospitality will not normally be reimbursed, unless such expenses have been approved in advance by Executive Committee. In the rare situation where an Executive has incurred such expenses without prior Executive Committee approval, s/he may present his/her information and rationale to the Executive Committee who may decide that the exceptional circumstance was legitimate and provide reimbursement for the incurred costs.
- 16.5 From time to time, for special occasions, the Executive Committee will approve the purchase of drink tickets that are to be distributed to people attending an event. Wherever possible, Executives should distribute

these drink tickets to individuals with whom they have worked during the year. As usual, Executives will not use any of the drink tickets to buy themselves alcoholic beverages.

- 16.6 Hospitality expenses for volunteer appreciation of SAMRU governance and service volunteers must be approved in advance by the Executive Committee.

## **17. RE-ELECTION ETIQUETTE**

- 17.1 No incumbent for an Executive position will use any SAMRU resources, except those available to the general membership at a user charge, in their bid for re-election. SAMRU resources in this context includes but is not limited to: staff time, SAMRU computers and software, SAMRU e-mail addresses, SAMRU telephones, printers, fax machines and photocopiers.
- 17.2 All large-scale marketing and communications featuring the names or photographs of incumbents seeking re-election will be removed from Wyckham House no later than the start of the nomination period. Such materials may be reposted following the posting of the election results by the Chief Returning Officer.
- 17.3 All incumbents seeking re-election will avoid media contact during the nomination, campaigning and voting periods of the elections. This includes the removal of any by-lines in SAMRU publications printed during this period, and interviews with other campus and off-campus media outlets.
- 17.4 All incumbents seeking re-election will avoid public appearances during the nomination, campaigning and voting periods of the elections, except those public appearances explicitly condoned by the Chief Returning Officer.

## **18. WRAPPING UP EXECUTIVES' TERMS**

- 18.1 Before their departure at the end of their terms, outgoing Executives are required to:
- Fully transition their successor, including the preparation of any Content Briefing articles as assigned,
  - Fully clean their office, including the completion of paper and electronic filing, the arranging of materials into retrievable formats, deleting all personal e-mails, clearing all non-work-related bookmarks, removing all personal items, recycling bins emptied, etc. (In addition, all desk and table surfaces should be washed and disinfected, computer keyboard cleaned, telephone cleaned and disinfected.)
  - Supply any assigned or requested annual report articles to the Executive Director,
  - Complete one or two-page summaries of the work completed on their external committees,

- Complete general evaluation information for their position and provide to the Executive Director,
- Complete an exit interview concerning their own experiences and recommendations,
- Complete a data sheet for their own committees,
- Hand over any SAMRU equipment (such as personal digital assistants or cell phones), SAMRU credit cards, office keys, various pass codes (for computer access, voice mail, cell phone voice mail, membership sites, etc.)
- Provide complete information to the Finance department regarding any accounts receivables SAMRU will be recovering from other organization for advanced expenses,
- Repay any honorarium advances or lieu time or vacation time advances or any other monies owing in full.

## **19. DISCIPLINE AND IMPEACHMENT**

- 19.1 Wherever possible, the Executive Manager will attempt to resolve any conflicts informally.
- 19.2 In accordance with the bylaw 11 (Removal from Office), any member of the Students' Council, including both executive and non-executive members, can be subject to disciplinary proceedings for:
- A persistent or serious breach of SAMRU's bylaws;
  - A persistent failure to perform duties of his or her office;
  - Breach of his or her fiduciary obligations to the SAMRU;
  - Persistent or serious actions which are inconsistent with the established policies of the Students' Council or the Executive Committee or the Students' Association;
  - Dereliction of the duties and responsibilities as set forth by the Students' Association's bylaws or by resolution of Students' Council;
  - Persistent or serious disobedience of any Students' Council or Students' Association policies (including motions), bylaws and/or regulations;
  - Persistent or serious violation of any terms of the Students' Association's Code of Ethics, confidentiality agreements, or intellectual property agreements.
  - The formal measures noted in bylaw 11 are intended to deal with persistent and egregious offenders., in order to permanently remove the individual from office. Other offences shall be dealt with in accordance with this policy.. Persistent violations are incidents which reoccur following discipline for a similar offence. Egregious offences are those which damage the working relationship between the individual and the Students' Association in such a manner that it permanently compromises the ability of the organization or the individual to conduct the affairs of the Students' Association.

### **Forms of Discipline**

- 19.3 Depending upon the results of Students' Council's vote regarding disciplinary issues, Executives may be subject to the following forms of discipline:
- Executives may be placed on probation. During this probationary period, the Executives' privileges may be limited and their usual agency-level will be reduced;
  - Executives may be suspended from work, either with or without honorarium pay;
  - Executives may be rendered ineligible from seeking additional terms of office, and/or
- 19.4 In accordance with the bylaws, Executives' honoraria is paid to them in exchange for regular meeting attendance, fulfillment of duties as established in these bylaws, and completion of assigned duties to the satisfaction of the Students' Council or Executive Committee. If the Students' Council decides that one of these criteria has not been met, it can choose to cancel or withhold additional honorarium payments.

### **Disciplinary Procedure**

- 19.5 Where the conduct of an Executive is such that it violates section 19.2, but it is not considered to be an egregious infraction, discipline shall be enacted upon that Executive as outlined by section 19.6-19.10 of this policy.
- 19.6 The initial complaint shall be forwarded to the chair of the Executive Committee Personnel Policy Committee, along with any evidence to substantiate the complaint.
- 19.7 The Executive Committee Personnel Policy Committee shall determine the validity of the complaint, and forward its findings and recommendations to Students' Council for any further action. The chair of this committee shall provide notice of a Motion to Discipline to Students' Council in writing, at least 2 working days prior to holding a disciplinary hearing.
- 19.8 Student's Council shall hold a disciplinary hearing. This may be conducted as part of a regularly scheduled meeting, if the recommendation of the committee does not include removal from office. If removal from office is the recommendation of the Executive Committee Personnel Policy Committee, then the procedures outlined in the Bylaws shall be followed.
- 19.9 The disciplinary hearing shall be chaired by a member of the Executive Committee, provided they are not the complainant, respondent, or a witness to the complaint. If no member of the Executive Committee is available to chair the disciplinary hearing, then the chair shall be chosen by Students' Council
- 19.10 Normally, the disciplinary hearing will typically be conducted in camera according to the following format:
- The individual who has made the motion to discipline shall present the evidence to support this motion.
  - The respondent shall present any evidence to the contrary.
  - All witnesses, the complainant, and the respondent shall be excluded from the deliberations of the remaining members of Students' Council.
  - Council shall first determine if the complaint was substantiated.

- If the claim is substantiated, Students' Council shall then determine an appropriate form of discipline according to the guidelines in section 19.3
- Variance from this procedure shall be at the discretion of the chair of the disciplinary hearing when deemed necessary.

### **Changes to this Policy**

Anyone can make recommendations for changes to this policy, including members of the Executive Committee, Students' Councillors and staff. Such recommendations shall be submitted, in writing, to the chair of the Executive Committee Personnel Policy Committee.

The Executive Manager will provide recommendations for changes to this policy gathered from Executives' performance evaluations and all board members' exit interviews.

The Executive Committee Personnel Policy Committee, comprised solely of non-executive board members, shall review this policy in the Winter semester of each year and make their recommendations for changes to Students' Council by the end of March.

## **20. INTERPRETATION**

- 20.1 This document, and all matters not specifically covered by this document, is interpreted by the Students' Council.