



Voting Directors Accountability Manual

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1. Organization Essentials

1.1 Mission Statement

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

1.2 Organizational Mandate

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

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

2. Board Structure and Style

2.1 Structure of the SAGBC Board

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

- a. Executive Members
 - i. Director Public Relations
 - ii. Director Education and Equity
 - iii. Director Finance and Operations
 - iv. Director Internal Affairs
 - v. Director Student Life and Campus Relations
- b. Campus Directors
 - i. Casa Loma Campus Director
 - ii. St. James Campus Director

- iii. Ryerson Campus Director
 - iv. Waterfront Campus Director
- c. Educational Centre Representatives
 - i. Construction and Engineering Technologies
 - ii. Business
 - iii. Community Services and Early Childhood Education
 - iv. Arts and Design
 - v. Liberal and Preparatory Studies
 - vi. Health Sciences
 - vii. Hospitality and Culinary Arts
 - d. Constituency Representatives
 - i. International Student Representative
 - ii. LGBTQ Representative
 - iii. Women and Trans People Representative
 - iv. Aboriginal Representative
 - v. Disability Representative

2.2 Governing Style

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

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

3. Board Job Description and Responsibilities

3.1 Board Job Description

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

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

3.2 Board Responsibilities

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

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

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

3.3 Executive Committee Responsibilities

The key functions of the Executive Committee are the following:

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

4. Relationship between Board / Executive Director / Staff

4.1 Delegation to the Executive Director

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

- a. All Board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff – as far as the Board is concerned – is considered to be the authority and accountability of the Executive Director.
- b. The sections of this manual define the acceptable boundaries of prudence and ethics within which the Executive Director is expected to operate. The Executive Director is authorized to establish all further policies, make all decisions, and develop all activities as long as they are consonant with any reasonable interpretation of the Board’s policies in this manual.
- c. The Board may change its policies during any meeting, thereby shifting the boundary between Board and Executive Director domains. Consequently, the Board may change the latitude of choice given to the executive Director, but so long as any particular delegation is in place, the Board and its members will respect and support the Executive Director choices. This does not prevent the Board from obtaining information in the delegated areas.

4.2 Executive Director Job Description

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

Job activities include:

- a. Determining staffing requirements for organizational management and program delivery.
- b. Overseeing the implementation of the human resources policies, procedures and practices including the development of job description for all staff.
- c. Recruiting, interviewing and selecting staff that have the right technical and personal abilities to help further the organization's mission.
- d. Implementing a performance management process for all staff that includes monitoring the performance of staff on an on-going basis and conducting an annual performance review.
- e. Working with staff and the Board (Finance and Operations Committee) to prepare a comprehensive annual budget.
- f. Developing a business plan to carry out the Board’s strategic plan.
- g. Participating in fundraising activities as appropriate.
- h. Approving expenditures within the authority delegated by the Board.
- i. Ensuring that sound bookkeeping and accounting procedures are followed.
- j. Administering the funds of the organization according to the approved budget and monitoring the monthly cash flow of the organization.
- k. Providing the Board with comprehensive, regular reports on the revenues and expenditure of the organization.
- l. Ensuring that the organization complies with all legislation covering taxation and withholding payments.

- m. Maintaining the business affairs of the Association in accordance with policies and procedures approved by the Board.
- n. Attending all meetings of the Board of Directors when requested, as well as meetings of committees and interest groups as a staff resource.
- o. Providing the necessary liaison and staff support to committee, task force, and interest group chairs to enable them to perform their functions properly.
- p. Assisting in developing, with the Director of Internal Affairs, agendas for Board meetings and preparing and distributing relevant material for meetings to all Board members.
- q. Preparing annual and interim reports for the Board.
- r. Facilitating, advising, and supporting the action plans for all units of the Association.

4.3 Monitoring Executive Director Performance

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

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

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

4.4 Communication and Counsel to the Board

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

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

4.5 Employee Roles

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

While many full-time employees work closely with student leaders, and in some cases student leaders provide input into staff evaluations, all full-time employees report directly to the Executive Director, who in turn reports to the Executive Committee.

The role of an employee in a student organization is very sensitive and sometimes difficult. The employee must provide the student leaders with guidance and input on issues when appropriate while remembering to treat students with respect.

5. Director Reporting

5.1 Attendance Reporting

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

5.2 Board reports

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

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

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

5.3 Committee Reports

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

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

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

5.4 Personal Files

An individual personal file for each voting Director shall be maintained by the Director of Internal Affairs. The record shall consist of the job description, a record of the individual's elections and appointment, the individual's Board Reports and any notes of commendation or discipline.

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

5.5 Authority for Appointment

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

5.6 Resignation

It is recommended that a Director resigning from a position within the SA provide the Executive Committee with at least two weeks' written notice.

6. Voting Director Duties

6.1 Duties of Director of Public Relations

The Director of Public Relations shall:

- a. Chair the Public Relations Committee.
- b. Act as the official spokesperson of the Student Association.
- c. Serve as the primary advocate for current student issues to the College.
- d. Serve as a signing officer of the Student Association.
- e. Serve as a member of the College Council.
- f. Attend Board of Governor meetings and act as a representative of the Student Association.
- g. Be in regular contact with all Student Association committee Chairs.
- h. Report to the George Brown College community concerning the activities and affairs of the Student Association.
- i. Serve as the primary representative responsible for outreach, promotion of services, facilities and student issues to the Student Association members.
- j. Serve as the primary representative responsible for encouraging student participation in elections to the Board of Directors as well as its committees, activities and events.
- k. Ensure that the annual marketing strategy is created to promote the annual mandate of the Executive Committee and Board of Directors in collaborative with the staff resource person.

- l. In conjunction with the staff resource persons, ensure the promotion and publicity of all Student Association initiatives on all campuses through outreach, as well as any other means available.
- m. Ensure that services and appropriate amounts of advertising and promotions are being carried out at each campus.
- n. Plan and conduct at least one student forum per academic year.
- o. Solicit feedback and regularly share information with the Campus Directors concerning Student Association activities, events and services.
- p. Work with each program area within the College to ensure active participation of students in academic affairs and Student Representative Councils.
- q. Meet with each Director to receive regular updates on campus issues, events and campaigns in conjunction with the Executive Committee.
- r. Provide information to student groups concerning Student Association initiatives.
- s. Share in carrying out the collective duties of the Executive Committee.
- t. Ensure effective use of web and online tools to reach members.
- u. Oversee publications and media output.
- v. Create effective outreach strategies, inclusive of classroom talks and election outreach.

6.2 Duties of Director of Education and Equity

The Director of Education and Equity shall:

- a. Serve as the primary representative to the Canadian Federation of Students.
- b. Provide regular updates and information concerning the initiatives, activities, services and campaigns of the Canadian Federation of Students to members and council Board.
- c. Serve as a member of the College's Diversity, Equity and Safety Committee.
- d. Chair the Education and Equity Issues Committee.
- e. Create an annual campaigns plan to raise awareness concerning current student issues, to be included in the Executive annual plan.
- f. Plan and implement campaign activities and events on all campuses.
- g. Develop equity-based awareness campaigns within the College.
- h. Work collaboratively with the Life Works Centre and advocate for the needs of its constituencies.
- i. Serve as a signing officer of the Student Association.
- j. Provide information to student groups concerning Student Association initiatives.
- k. In conjunction with the Commissioner of Academic Rights, act as the primary advocate for student academic rights on all campuses.
- l. In conjunction with the staff resource person, assist with the recruitment, selection and training of students to carry out appeals on all campuses.
- m. Track all student appeals and complaints and update the Academic Issues Committee at each meeting.
- n. Track all student appeals and complaints and prepare a report for the Student Association Board of Directors and College each semester.
- o. Review and recommend changes to the College academic / educational policies.
- p. Serve as a member of the College's Academic Excellence Committee.
- q. Establish positive working relationships with Coordinators, Chairs, Directors and Deans.
- r. Co-Chair the Academic Issues Committee.
- s. Plan and implement program based forums.

- t. In conjunction with the Director of Public Relations, create advertising plans for advocacy and appeals services.
- u. Share in carrying out the collective duties of the Executive Committee.
- v. Monitor the Life Works Centre.

6.3 Duties of Director of Student Life

The Director of Student Life shall:

- a. Plan and implement events on all campuses.
- b. Chair the Orientation Committee.
- c. Chair the Student Life and Campus Relations Committee.
- d. In conjunction with the Director Public Relations, create advertising plans for all activities and events and ensure that they are promoted on all campuses.
- e. Work closely with the Athletics and the Student Life departments of the College concerning joint initiatives.
- f. Serve as a member of the College's Student and Staff Issues Committee.
- g. In conjunction with the staff resource person, recruit, select and train part-time events staff.
- h. Monitor the events budget and ensure that expenses are within budgetary limits.
- i. Work to ensure that the events budget is dispersed reasonably equitably among the campuses.
- j. Work closely with the Campus Directors to develop Campus specific events.
- k. Meet regularly with clubs and student groups of the Student Association to coordinate events and activities.

6.4 Duties of Director of Finance and Operations

The Director of Finance and Operations shall:

- a. Meet regularly with the President and Senior Manager Marketing and Communications to ensure that services and appropriate amounts of advertising and promotions are being carried out at all campuses.
- b. Meet regularly with the Senior Management, Board, and Executive to monitor the finances and services of the Student Association.
- c. Chair and work with the Finance Committee throughout the course of the academic year.
- d. Develop and recommend the annual budget to the Board of Directors in conjunction with the Finance Committee, the Executive Committee, elected students, and Student Association Staff.
- e. Prepare and present monthly financial statements to the Board of Directors in conjunction with the Finance Coordinator.
- f. Present financial reports and audited statements to the membership at the Annual General Meeting.
- g. Monitor the financial status of the Student Association including budget variances and make recommendations to the Board of Directors and Executive Committee regarding major expenditures in conjunction with the Finance Committee and Finance Coordinator.

- h. Assist with the management of the Student Association revenue generating services including but not limited to the Student Centre operations at Casa Loma and St. James.
- i. Assist with the management and oversight of the Health and Dental Plan and act as a member of the Health and Dental Plan Committee.
- j. Ensure that the affairs of the Student Association are conducted in a fiscally responsible manner.

6.5 Duties of Director of Internal Affairs

The Director of Internal Affairs shall:

- a. Develop and improve recruitment protocols for the board and staff.
- b. Develop and improve hiring and termination protocols in accordance with the Ontario Employment Standards Act.
- c. Help to develop and improve workplace policies. Advise in the development and budgeting stages of salary and wage administration in accordance with the Employment Standards Act
- d. Help to oversee the employee benefits and services
- e. Help to review and develop the Staff Grievance Protocol and the Staff Disciplinary Protocol.
- f. Help to develop and improve workplace health and safety policies in accordance with the Ontario Occupational Health and Safety Act.
- g. Develop and improve Professional Development policies for all Student Association voting directors and employees.
- h. Help to develop and improve the performance appraisal tools used by the organization.
- i. Adhere to the provisions of all Student Association policies and procedures, including but not limited to the Student Employment Human Resources Manual and the Full-Time Human Resources Manual Review and assess the adequacy of the corporate governance guidelines of the organization and recommend any proposed changes to the Board.
- j. Help to review all policies and procedures on an annual basis and update where needed.
- k. In conjunction with the Board, Student Association and *ad hoc* committees, help to develop policies and procedures for consideration and approval by the Student Association Board of Directors.
- l. Keep track of all Board of Director personnel files and related HR documents.
- m. Monitor the performance of Voting Directors to ensure adherence to By-laws, Constitution and other subsequent governing documents.
- n. Be responsible for calling the monthly meeting of the Board of Directors.

6.6 Duties of Campus Directors

The Campus Directors shall:

- a. Ensure that the interests of the students from their respective campuses are upheld.
- b. Advise all appropriate Committees concerning issues pertaining to their respective campuses.
- c. Meet with students from their respective campuses to listen to concerns and ideas and assist students with the resolution of issues.

- d. Cooperate with the, Director Public Relations and staff resource person to publicize information, activities, and events to the College community.
- e. Assist with the planning of campus specific events.
- f. Meet regularly with the representatives from their respective campuses.
- g. Provide information to student groups concerning Student Association initiatives.
- h. Work to ensure that a Student Representative Council is established in all educational program areas of the College, should no Program Representative to undertake the task.
- i. Meet regularly with Student Representative Councils concerning program specific issues.
- j. Work with each program area within the Campus to ensure active participation of students in academic affairs and Student Representative Councils.
- k. Share in carrying out the collective duties of the Executive Committee.
- l. Provide information to the Executive Committee members concerning campus specific issues pertaining to their respective Executive portfolios.
- m. When possible, attend non Student Association meetings within the George Brown Community and the Canadian Federation of Students provincially and nationally. When attending such meetings, follow the views and policies of the Student Association and in a timely manner prepare a report for presentation at the Board of Directors.
- n. Work closely with Executive Committee members to carry out campus related responsibilities.
- o. Participate in at least one Board Committee and one Standing Committee of the Student Association.
- p. Attend each meeting of the Board of Directors.
- q. Work to ensure First Year student concerns are represented.

6.7 Duties of Educational Centre Representatives

The Educational Centre Representatives shall:

- a. Solicit feedback and regularly share information with the Student Representative Councils for their respective educational centres and students within the corresponding programs concerning Student Association activities, events and services.
- b. Attend regular meetings of the Student Representative Councils for their respective educational centres.
- c. Ensure that Student Representative Councils for their respective educational centres are implemented upon their election to office, and any case in which one is already established work to ensure that it continues to operate as per the requirements set out in Article 3 of the Policies and Procedures Manual.
- d. Meet regularly with the Commissioner responsible for Academic Issues to provide information concerning problems and concerns within the programs of the respective educational centres they represent.
- e. Attend each meeting of the Board of Directors.
- f. Meet regularly with active student advisory councils concerning program specific issues.
- g. Participate in at least one Standing Committee of Student Association and/or participate in at least one Standing Committee of the Board of Directors.

6.8 Duties of Constituency Representatives

The Constituency Representatives shall:

- a. Solicit feedback and regularly share information with the respective constituency organizations concerning Student Association activities, events and services.
- b. Attend regular meetings of the respective constituencies that they represent.
- c. Meet regularly with the Director Education and Equity to provide information concerning problems and concerns within their respective constituencies.
- d. Represent students from traditionally underrepresented groups.
- e. Attend each meeting of the Board of Directors.
- f. Participate in at least one Committee of the Student Association and/or participate in at least one Committee of the Board of Directors.

7. Standing Committees of the Board

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

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

7.1 Finance and Operations Committee

i. Composition

- a. Director of Finance and Operations – Chair
- b. Co-Chair elected at caucus
- c. Three Board members appointed at caucus
- d. Executive Director, non-voting
- e. Staff resource person, non-voting
- f. Legal Counsel and/or College Representative (as necessary), non-voting
- g. Sales representative (as necessary), non-voting

ii. Mandate

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

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

- a. Develop and review fiscal procedures.

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

iii. Health Plan

In addition, the Finance and Operations Committee's responsibilities and duties are to oversee, develop and review the Health Plan to insure that it is functioning in the best interest of the membership. The Committee shall:

- a. Ensure that the Health Plan is consistent with the Student Association mandate and mission statement.
- b. Review the Health trends of Students in Ontario to ensure that Students have appropriate Health and Dental coverage.
- c. Review the Health and Dental Plan benefits on a yearly basis and offer new health options to students if needed while ensuring that additional premiums are affordable.
- d. Ensure that the health plan fee charged to students offers the best coverage for the money they are being charged.
- e. Establish Health Plan Fees in conjunction with the Finance Committee for approval by the Board of Directors.
- f. Make decisions in regards to Student Health Plan Appeals.
- g. Report to the Board of Directors the Status and health of the Benefits plan.
- h. Oversee the Health Plan Fund.
- i. Compare health plan providers yearly for the best possible service to students.
- j. Work with the college to ensure that fees are collected and remitted to the Student Association in a timely manner.
- k. Create policies and procedures around the Health and Dental Plan and present them to the Board of Directors for approval.
- l. Invite individuals such as the George Brown College Registrar (or Designate), George Brown College Comptroller, Manager of Accounts Receivable, and a Representative from IT as needed to sort out Health and Dental Plan administrative issues that may come up.

7.2 Internal Affairs Committee

i. Composition

- a. Director of Internal Affairs – Chair
- b. Co-Chair elected at caucus
- c. Three Board members appointed at caucus
- d. Executive Director, non-voting
- e. Legal Counsel and/or College Representative (as necessary), non-voting
- f. Two substitutes determined at caucus, order 1st and 2nd

ii. Mandate

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

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

- a. Comply with the Student Association mission and equity statement and adjust as necessary.
- b. Develop and improve recruitment protocols for the Board and Staff.
- c. Develop and improve Hiring and Termination protocols in accordance with the Ontario Employment Standards Act.
- d. Develop and improve Workplace health and safety policies in accordance with the Ontario Occupational Health and Safety Act.
- e. Advise in the development and budgeting stages of Salary and Wage administration in accordance with the Ontario Employment Standards Act.
- f. Oversee the employee benefits and services.
- g. Review and develop the Staff Grievance Protocol and the Staff Disciplinary Protocol.
- h. Develop and improve Professional Development policies for all Student Association Voting Directors and employees.
- i. Develop and improve the Performance Appraisal tools utilized by the organization.
- j. Adhere to the provisions of all Student Association policies and procedures, including but not limited to this Voting Directors Accountability Manual, Student Employment Human Resources Manual and the Full-Time Human Resources Manual Review and assess the adequacy of the corporate governance guidelines of the organization and recommend any proposed changes to the Board.
- k. Review all policies and procedures on an annual basis and update where needed.

- l. In conjunction with the Board, Student Association and *ad hoc* Committees, develop policies and procedures for consideration and approval by the Student Association Board of Directors
- m. Monitor the approved Student Association structure and ensure that new positions for staff of the Board are not created without the approval of the Board of Directors.
- n. Provide minutes of all committee meetings to the Board for acceptance.

7.3 Education and Equity Committee

i. Composition

- a. Director of Education and Equity – Chair
- b. Co-Chair elected at caucus
- c. Up to three members of the Board
- d. Commissioner of Equity
- e. Academic Commissioner
- f. Three at-large representatives
- g. Staff resource person
- h. Life Works, CAT, Appeals Representative

ii. Mandate

The Education and Equity Committee will be responsible for student appeals, academic policy monitoring, development and program based forums. The Committee shall also be responsible for taking an active role at the Provincial and National levels of the Canadian Federation of Students.

This Committee shall lobby locally, municipally, provincially and federally on issues of importance to students' daily lives, including but not limited to tuition and college funding. This Committee is mandated to work with the Life Works Centre on equity issues. This Committee shall:

- a. Represent students at appeal hearing wherever appropriate.
- b. Develop and maintain positive relationships with Coordinators, Chairs and Deans to assist with the appeals process.
- c. Review College policies and procedures concerning academics and appeals and recommend changes as needed.
- d. Organize and implement forums on academic topics and issues that concern students.
- e. Work with approved coalitions on issues affecting students.
- f. Develop an annual campaign strategy to raise awareness concerning student issues.
- g. Develop awareness campaigns and activities that promote equity issues.
- h. Work in Conjunction with the Life Works Centre on pertinent services and initiatives.
- i. File all committee minutes yearly with the Student Association office.

- j. Include the Committee's report and recommendations to the Board for every Board of Directors meeting.
- k. Meet at least once per month.

7.4 Public Relations and Communications Committee

i. Composition

- a. Director of Public Relations – Chair
- b. Three Board Members
- c. At least one at-large representative from each campus (for a total of six individuals)
- d. Other interested students at the discretion of the Board
- e. Executive Director
- f. Equity and Campus Services Manager
- g. Sales and Client Services Coordinator
- h. Publications Coordinator

ii. Mandate

The Public Relations and Communications Committee will be responsible for the development of the annual student planner and resource guide. This Committee shall also be responsible for planning orientation activities and events in conjunction with the Senior Manager, Student Services. This Committee shall:

- a. Select the cover and design template for the Source.
- b. Determine the content and style of the Source.
- c. Create a comprehensive orientation schedule.
- d. Create publicity and materials for orientation and other events.
- e. Ensure thorough and timely advertising and publicity in conjunction with the Senior Manager Marketing and Communications, the Ambassador Program and the Board of Directors.
- f. Work with the Ambassador Program to publicize orientation activities and events.
- g. Create and monitor budgets for orientation and other events, within the budgetary limits set out in the organizational budget.
- h. Meet at least once per month, and twice monthly from May to August.

7.5 Student Life Committee

i. Composition

- a. Director Student Life and Campus Relations – Chair
- b. Three Board Members
- c. At least one at-large representative from each campus (for a total of six individuals)
- d. Other interested students at the discretion of the Board
- e. Executive Director

- f. Sr. Coordinator Student Life
- g. Equity and Campus Services Manager

ii. Mandate

The Student Life Committee will be responsible for ensuring that students have the opportunity to participate in activities and events consistent with the principles of the Student Association and its mission. This Committee shall:

- a. Develop an annual events calendar.
- b. Support student groups through joint events and co-sponsorship.
- c. Work in conjunction with the Zone (St. James Lounge) on pertinent programming activities.
- d. Plan and implement activities and events, including but not limited to frosh week activities, barbeques and introductory sessions.
- e. Ensure thorough and timely advertising and publicity in conjunction with the Senior Manager Marketing and Communications, the Ambassador Program and the Board of Directors.
- f. Create and monitor budgets for events, within the budgetary limits set out in the organizational budget.
- g. Meet at least once per month, and twice monthly from May to August.

7.6 Elections Committee

i. Composition

- a. Two Executive Committee members who are not running in the elections (one of which acts as Chair)
- b. Two Board Members who are not running in the elections
- c. Executive Director, non-voting
- d. Chief Returning Officer
- e. Two Deputy Returning Officers, non-voting
- f. Communications Coordinator, non-voting
- g. Sr. Coordinator Board and Public Relations, non-voting

ii. Mandate

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

- a. Hire the Chief Returning Officer (CRO) and two Deputy Returning Officers.
- b. Plan, organize and implement the annual Student Association election and by-election.
- c. Serve from the date of their appointment until and including the final meeting of the Election Committee to be held following, but not more than two (2) weeks after the expiration of the time allowed for requesting a recount of ballots.
- d. Update job descriptions for the CRO, DRO's, and Poll Clerks as necessary.

- e. Update the Nomination and Elections Package as needed.
- f. Set all election related dates and timelines related to nomination periods, all candidates meetings, campaign periods, voting days and announcements etc.
- g. In conjunction with the CRO and DRO's, organize all-candidates' forums as required.
- h. In conjunction with the CRO and DRO's, co-ordinate all advertising with respect to each election.
- i. In conjunction with the CRO and DRO's, collect and review all candidates' expenditure forms.
- j. Submit a report to the Board following the election in question within a reasonable amount of time in respect to the conduct of each election with recommendations, if any, for changes in Election regulations or procedures.

7.7 Board Mediation Committee

i. Composition

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

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

ii. Mandate

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

- a. Interpret and apply the Voting Directors Accountability Manual.
- b. Resolve conflicts between Voting Directors.
- c. Make recommendations to the Board of Directors concerning matters of impeachment or censure of Voting Directors
- d. Mandate individual or group training sessions pertaining to issues including but not limited to conflict resolution, anger management, personal counselling, academic counselling and time management.
- e. Rectify breaches of Student Association policy.
- f. Impose financial penalties for failure to carry out duties and responsibilities.
- g. Suspend Voting Directors.
- h. Suspend Executive members, with or without pay.
- i. Request Voting Directors to resign

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

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

iii. Role of the Chair of the Board Mediation Committee

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

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

iv. Performance Appraisal

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

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

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

v. Request for Resignation

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

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

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

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

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

vi. Impeachment

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

vii. Voting Directors Grievance and Disciplinary Protocol

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

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

1. Step 1: Informal Resolution

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

The Director of Internal Affairs or the Executive Director shall respond to the complainant within five working days and attempt to resolve the grievance.

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

2. Step 2: Formal Resolution

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

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

The process for Formal Resolution is as follows:

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

3. Step 3: Review of Board Mediation Committee Decision

Within five working days following the written decision of the Board Mediation Committee, the complainant or the accused may submit a letter to the Director

of Internal Affairs or the Executive Director requesting a review of the decision by the Board of Directors.

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

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

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

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

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

8. Office Policies

8.1 Code of Ethics

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

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

8.2 Discrimination

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

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

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

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

8.3 Safety

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

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

8.4 Expense Reimbursement

Voting Directors are entitled to be reimbursed for approved travel, meal and accommodation expenses that are related to the business of the SA. Appropriate receipts shall accompany all requests for reimbursement. The rate of the reimbursement shall be determined and published in a regularly updated 'Travel and Expense' policy. Voting Directors shall seek the approval of the Finance and Operations Committee, in advance, for travel and related expenses and only expenses so approved shall be paid.

Voting Directors using personal automobiles for Student Association business shall be required to protect themselves with adequate automobile insurance.

8.5 Professional Development

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

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

The Student Association shall only reimburse Directors where: a) a Director received prior approval of the Board of Directors, or where appropriate, the Finance and Operations

Committee and/or b) a Director attended and fully participated in the professional development opportunity.