

# **Policies of The Landing Society for Gender and Sexual Diversity**

## **1. STAFF APPRAISALS**

- a. All Landing employees will be given regular performance appraisals once per year.
  - i. Employees will also receive additional feedback throughout the year by their supervisor(s) at the supervisor's discretion.
- b. The process used and the level of detail of the appraisal will depend on the employee's position.
  - i. Executive Director:
    1. Will be appraised by one representative of the Personnel Committee and the Board Chair,
    2. Will be appraised before the three month probation period has ended and annually thereafter and before contract renewal, and
    3. Feedback used to inform the appraisal will be gathered from volunteers, staff, and the Board of Directors.
  - ii. All other employees:
    1. Will be appraised by the Executive Director, with one representative of the Personnel Committee present,
    2. Will be appraised before the three month probation period has ended and annually thereafter and before contract renewal, and
    3. Feedback used to inform the appraisal will be gathered from volunteers, other staff, and the Executive Director.
- c. The appraisal process for all staff, not including the Executive Director, will be developed by the Executive Director.
- d. The appraisal process for the Executive Director will be developed by the Personnel Committee and approved by the Board of Directors.

## **2. FINANCE: BUDGET**

- a. The fiscal year of The Landing Society is May 1 to April 30.
- b. The Treasurer and the Executive Director will prepare a budget for the following fiscal year by March 1.
- c. The Treasurer will present the proposed budget to Finance Committee by March 15.
- d. Finance Committee will recommend that the proposed budget, either as presented or with amendments, be presented to the Board by the Treasurer for approval.
  - i. The Board will approve a budget by March 30.
- e. The budget will include the following income types:
  - i. The Dedicated Fee Unit;
  - ii. Operating grants;
  - iii. Sponsorships;
  - iv. Donations; and
  - v. All other income to The Landing.
- f. The Board may create separate and distinct budgets for the tracking of project grants.
  - i. Unless otherwise specified by the granting body, the project grant budget will follow the same process and timeline as the general budget.



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- ii. In the event that any program of The Landing receives a grant, 20% of that grant will go towards administrative fees of The Landing.
- g. All budgets will correspond to a separate accounting line. There will be as many accounting lines as there are budgets.
- h. The budget will be coded as follows:
  - i. All budgeted and actual income and expenditures will be detailed into categories based on the nature of the income or expenditure.
  - ii. Each category will be attributed to a predetermined code in the budget (e.g., office supplies 601-001, salaries 600-002, etc.).
  - iii. Additional income and expense categories may be created for each project grant received if necessary.
  - iv. All expenses will be coded to an exact account according to the budgets.
  - v. All expenses will be coded with an account number and a code for a specific budget category.
- i. The Executive Director will report on the state of the budget to Finance Committee every three months.

### **3. FINANCE: RESERVE FUND**

- a. A reserve fund will be accounted for in every general budget.
- b. The reserve fund is recommended to equate to six months of operating expenses.
- c. Releasing funds from the reserve requires a vote from the Board of Directors.

### **4. FINANCE: GUARANTEED INCOME CERTIFICATE INVESTMENTS**

- a. A Guaranteed Income Certificate (GIC) investment of \$2000 will be accounted for in every budget for the purpose of collateral for a staff credit card.

### **5. FINANCE: CONTROLS**

- a. Signing Authority
  - i. The signing authorities for The Landing will be the following positions: Chair, Vice Chair, Treasurer, and Executive Director.
  - ii. All contracts, bills, notes, debentures, cheques, cheque requisitions, and other papers and documents which pertain to the finances of The Landing's accounts will be signed by any two of the signing authorities.
  - iii. No signing authority may sign anything that would place them in a conflict of interest.
- b. Record Keeping
  - i. All financial records, including but limited to credit card statements, receipts, insurance, and leases must be stored and kept for a minimum of ten years in either electronic form or hard copies.
- c. Audit Process
  - i. The Board of Directors will make best efforts to get multiple quotes from different firms before hiring an auditor.
  - ii. The auditor will be chosen by a motion at the Board of Directors.
  - iii. Finance Committee will meet with the auditor and report consistently to the Board if anything arises.



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- iv. The audit shall be reviewed by the Board before being presented for approval at the Annual General Meeting.

### **6. FINANCE: EXPENDITURES**

- a. Only budgeted expenditures will be allowed.
- b. For expenditures exceeding \$500, the employee will obtain at least three different quotes for the good or service in question before making the purchase when reasonable.
- c. Expenditures exceeding \$500 will be approved by Finance Committee.
- d. Expenditures exceeding \$2000 will be approved by the Board of Directors.

### **7. FINANCE: ACCEPTED EXPENDITURE METHODS**

- a. The following methods are available for making expenditures:
  - i. Cheque requisitions
  - ii. Credit card
  - iii. Cash
- b. Cheque Requisitions and Invoices
  - i. The Treasurer will review invoices for accuracy.
  - ii. Invoices will be coded to the appropriate expense account and signed by two of the appropriate signing officers.
  - iii. Cheque requisitions will be issued should an invoice not be available.
  - iv. Appropriate detail and explanation will accompany the cheque requisition whenever possible.
  - v. Reimbursement cheques will only be issued for approved and budgeted expenditures. Expenditures deemed as inappropriate will not be reimbursed.
- c. Corporate Credit Card
  - i. The Executive Director will be the only authorized holder of the credit card.
  - ii. The credit card will not be used for personal expenditures and will only be used for authorized and budgeted business expenditures.
  - iii. The credit card will not be used for honoraria or reimbursements.
  - iv. All receipts will be coded to the appropriate account and kept by the Executive Director until the monthly statement is issued.
  - v. Appropriate detail and explanation will accompany the receipts whenever possible
  - vi. The Executive Director will submit the credit card statement to the Treasurer on a monthly basis.
  - vii. In the event that an expenditure is deemed inappropriate by the Treasurer, the holder of the credit card may be invoiced for that purchase at the discretion of Finance Committee.
- d. Cash Float
  - i. Up to \$50 in cash disbursements will be available at the Landing at all times.



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- ii. Upon a cash disbursement, a receipt signed by the recipient and the ED will be kept and coded to the appropriate account with detail on the nature of the expense.

### **8. FINANCE: HONORARIA AND CONSULTING FEES**

- a. Employees of the Landing who are carrying out activities for an external party as an employee of The Landing will not accept personal compensation (consulting fees, honoraria, or otherwise) from that external party.
- b. Honoraria may be paid by cheque or cash.
  - i. If an honorarium is paid in cash, a signed transaction receipt is needed.
  - ii. Cash honoraria shall not exceed the float amount.

### **9. FINANCE: TRAVEL EXPENSES**

- a. There will be a budget line for travel expenses.
- b. Travel and conference accommodations will be only available to employees of The Landing.
- c. Employees of The Landing will choose the most practical and cost-effective options when arranging accommodations.
- d. Accommodation for one night before or after the activity will be accepted if warranted by the start and end time of said activity.
- e. Accommodations will only be made in case of professional travel requirements, and not personal trips.

### **10. FUNDRAISING AND SPONSORSHIP**

- a. Fundraising shall include:
  - i. Funds raised from events where the primary focus is on fundraising,
  - ii. Funds raised from events and awareness campaigns, and
  - iii. One-time or continuous donations from community members, organizations, companies, and governments not tied to specific programming, events, or expected outcomes.
- b. Sponsorship (also referred to as grants) shall include:
  - i. One-time or continuous financial support from organizations, companies, and governments tied to specific programming, events, or expected outcomes.
- c. All sponsorship funding and expected outcomes from funding, if any, shall be governed by a contract approved by the Board.
- d. All funds resulting from fundraising efforts will be utilized as part of the operating budget and appropriately coded into the accounting structure.
- e. Estimates of on-campus or off-campus sponsorships and in-kind donations will be accounted for in the budget.
- f. All fundraising and sponsorship from for-profit corporations over the amount of \$1,000 shall be reviewed by the Board before being accepted.

### **11. CONFIDENTIALITY**





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- a. The Landing Board Members will keep confidential all information pertaining to sensitive matters dealt with by the Board. This includes any minutes from meetings held *in camera*, reports to the Board and associated documents, and information contained in those documents.
- b. Any person, such as the Executive Director, who is not a member of the Board but is present at a Board meeting (or part of a meeting) will maintain in confidence all information obtained as a result of their participation in the meeting.
- c. The obligation to maintain confidentiality continues to apply even after a person has left the Board.
- d. A person who obtains information because they are, or have been, a member of the Board will not improperly use the information to:
  - i. gain an advantage for themselves or someone else; or
  - ii. cause detriment to the organization.
- e. If a request is made for access to one or more *Board Documents*, the Board may on a case by case basis resolve to provide access to the document/s. In considering this request, the Board will have regard to:
  - i. the importance of maintaining confidentiality to facilitate effective Board meetings;
  - ii. the importance of complying with the law – including privacy law - and recognizing that the law sometimes creates duties to disclose or protect information;
  - iii. whether the person requesting the document is a member, and the important role of members in holding the Board accountable; and
  - iv. the need to be consistent in the way that documents are treated, and the consequence of establishing any precedents or expectations.
- f. Board Documents is defined as all written communications to Board member/s including without limitation monthly/quarterly Board papers, submissions, minutes, letters, memoranda, Board committee and sub-committee papers and copies of other documents referred to in any of the abovementioned documents made available to the Board member as a Board member during their time in office.
- g. Nothing in this policy is intended to prevent the Board from seeking confidential legal, accounting, financial, or other expert advice from independent professionals to assist the Board in carrying out its functions.
- h. Board members will be proactive in identifying and reporting any breach of this policy.
- i. Board members acknowledge that any violation of this policy could cause harm to the the Landing and frustrate the Board’s deliberations.

### **12. TERMS OF REFERENCE**

- a. The purpose of this policy is to provide a framework for the Board of Directors’ Terms of Reference, the guiding governance document for the Board’s work.
- b. The Board of Directors shall create and maintain a Terms of Reference.
  - i. Each year at the May meeting of the Board, the Terms of Reference shall be confirmed through a vote.



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- c. The Terms of Reference shall, at a minimum, contain sections for:
  - i. Organization Mandate
  - ii. Board Mission
  - iii. Board Membership
  - iv. Governing Documents
  - v. Meetings
  - vi. Committees
  - vii. Attendance
  - viii. Public Access
  - ix. Reporting
  - x. Statement of Equity
- d. The mandate and membership of the Board of Directors shall only be changed by a joint resolution of the Board and the University of Alberta Students' Council.

### **13. COMMITTEE DELEGATION**

- a. The Finance and Administration Committee has the ability to entertain the following motions without Board assent:
  - i. Release of approved expenditures from \$500 to \$1,999
  - ii. Gather quotes for an annual auditor
  - iii. Approval for cash float reimbursements
  - iv. Approval of grant proposals totalling no more than \$5,000
- b. The Personnel Committee has the ability to entertain the following motions without Board assent:
  - i. Bonus payouts and salary increases based on structures already present in staff contracts
  - ii. Approval of staff appraisal metrics
  - iii. Non-remuneration changes to staff contracts
- c. The Policy and Procedures Committee has the ability to entertain the following motions without Board assent:
  - i. Editorial changes to existing policies
- d. All committee leads shall communicate any approved motions to the Board at the Board meeting immediately following the committee meeting.

### **14. HIRING: RECRUITMENT**

- a. Whenever the role of Executive Director is vacant, the Board of Directors will strike an ad hoc Executive Director Search Committee.
- b. The committee will consist of:
  - i. The Chair of the Board,
  - ii. The outgoing Executive Director, if practical, and
  - iii. At least two other members of the Board.
- c. The Board will endeavour to have as much representation from interested stakeholders (staff, volunteers, skill sets required of the job, etc.) present on the committee.
- d. The Executive Director job description and other relevant recruitment documents will be reviewed and updated by the committee prior to recruitment commencing.



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- e. All other staff job descriptions will be created by the Executive Director in conjunction with the Personnel Committee and will receive approval from the Board of Directors prior to taking effect.
- f. All positions will be suitably advertised both on and off campus to ensure a wide variety of potential applicants are reached.
- g. Job openings will be posted for a minimum of 14 days.
- h. All job description will state the following:
  - i. Qualifications of the applicant, including required knowledge, education, and skills
  - ii. Duties and responsibilities of the position
  - iii. Required hours of work
  - iv. Length of employment contract
  - v. Deadline for application
  - vi. A contact person for further information

### **15. HIRING: INTERVIEWING AND SELECTION**

- a. Prior to commencement of interviews, criteria for shortlisting the applicants will be developed based on the job description.
- b. Questions will be developed by the committee prior to commencing interviews, but this will not prevent the interviewer or members of the committee from asking additional questions as they see fit.
  - i. Staff and volunteers will have an opportunity to submit questions for the committee to consider.
- c. Selection of the candidate will be made on the basis of their interview and application package. At least three Board members will be present during all interviews to ensure multiple perspectives on candidates can be presented to the full Board.
- d. Members of the committee will remove themselves from the decision for specific candidate(s) for which they perceive a conflict of interest that may affect their impartiality.
- e. All material and discussions presented during the recruitment process will be kept in the strictest confidence.
  - i. Information may be shared with the full Board provided it is done in-camera.
- f. When potential finalists are selected, they will be asked to meet with all current staff to determine if they are a good fit.
- g. Before the successful applicant is notified, reference checks will be completed by the committee.
- h. Unsuccessful candidates who appeared for an interview will be notified, if possible, on the same day as the successful applicant is notified.
- i. Applications for a position will be re-opened if no qualified applications have been received for the position or at the committee's discretion.
- j. All recruitment notes for both successful and unsuccessful candidates will be kept in a locked personnel file for a period of one year.



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- k. As soon as possible after the successful candidate is notified, the Personnel Committee will refine the employment contract template to be signed by the candidate and the Chair of the Board of Directors.

### **16. HIRING: PROBATIONARY PERIOD**

- a. All staff members will be subject to a probationary period which will be outlined in their contracts.
- b. Should an employee fail to comply with the duties and requirements of their position, or if there is concern about the employee's attitude or conduct, their employment may be terminated at any time during the probationary period.
- c. At the discretion of the Board of Directors, the probationary period may also be extended.

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