



BOARD GOVERNANCE MANUAL



BCIT FACULTY & STAFF ASSOCIATION (BCITFSA)

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OVERVIEW

WELCOME!

Welcome to the FSA Board of Directors! You are now part of the governance body of the BCIT Faculty & Staff Association (BCITFSA or FSA). You have been elected by your peers to represent the collective interests of the entire FSA membership.

You are part of a governing body that is itself a collective group that exists to:

- Execute legal and fiduciary duties
- Establish the strategic direction, budget, and policies of the FSA
- Employ a staff team to implement the strategic direction, budget, and policies of the FSA
- Monitor and evaluate outcomes towards advancing the vision and mission



THIS MANUAL

The BCITFSA Board Governance Manual is intended as part of your board orientation as well as a tool for your ongoing learning as a board member. It compliments other existing documents that govern the FSA (e.g. constitution, by-laws, etc.) as well as other training and development (e.g. workshops, reading materials, etc.) that may be provided by the FSA to its Board.

As a board member you are expected to read this manual in full and to refer to it as needed as you act in your capacity as a Director of the BCITFSA.

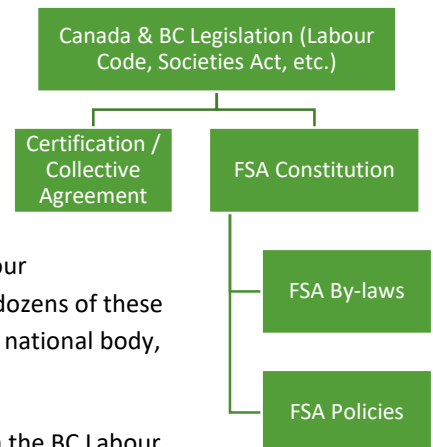
This manual is intended to be dynamic and flexible for your learning needs. It should be reviewed and updated regularly to ensure it remains current.

WHO ARE WE?

The BCITFSA is both a trade union under BC Labour Relations Code and a Society under the BC Societies Act. Both pieces of provincial legislation result in certain obligations for directors. These requirements and how they apply to the FSA in particular are reflected in the Constitutional statements (Section 1.1 of the FSA Policy Manual) and in the Mission Statement (Section 1.3).

The FSA is also a faculty association. Faculty associations are common in post-secondary institutions and each one is different in its composition. For example, our association includes both faculty and staff, hence 'FSA' instead of 'FA'. There are dozens of these associations in Canada and the majority, including the BCITFSA, are members of a national body, covered in [Affiliations](#) in this manual.

The FSA's board of director's accountabilities flow from our formation under both the BC Labour Relations Code and BC Societies Act along with other relevant legislation.



SECTION 1: ORIENTATION

FSA BOARD GOVERNANCE

FSA BOARD COMPOSITION AND TERMS OF OFFICE

The composition of the FSA Board of Directors and associated terms of office are outlined in the FSA's by-laws. There are currently the following positions on the board:

- President
- Vice President
- Treasurer
- Two (2) Directors, Associate Members
- Five (5) Directors-at-Large

The President and Vice President are elected by the general membership in even-numbered years (e.g. 2018) and the remaining Directors, including the Treasurer, are elected in odd-numbered years (e.g. 2019). Terms are two years, renewable.

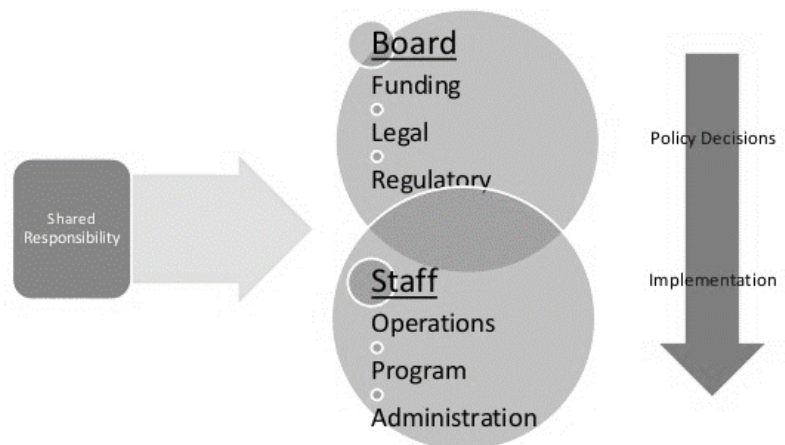
Note that 'board member' and 'Director' are often used interchangeably.

BOARD GOVERNANCE MODEL

The BCIT Faculty and Staff Association applies a results-based governance model in which the Board of Directors represents members by setting a clear direction for the organization in the following ways:

- By determining Association positions on key issues
- By determining strategic goals and organizational structure
- By providing oversight of the Association's finances, legal standing, ethics, and management.

The Board of Directors relies on staff to execute operational decisions. The Executive Director, President, and occasionally other members of the Board to prepare policy directions and board-related policy and represent the interests of the membership as a whole. Operational management is provided by the Executive Director. As required, committees or working groups are used to address key issues in depth.



FSA VISION, MISSION, VALUES, AND COMMITMENTS

The FSA’s “DNA” is Representation, Negotiation, Advocacy (RNA). This underpins all of our work.

The vision, mission, values, and commitments capture why the FSA exists, what we aspire to achieve, and how we want to conduct ourselves. These should be revisited by the FSA on a regular basis to ensure continued relevance. A strong vision, mission, and set of values, while they should be reviewed regularly, should endure. A strategic plan (covered in the next section) will change more often.

FSA Vision

Outstanding careers through outstanding employment conditions.

A vision answers the question: Why does this organization exist? It is a statement of what is possible, a picture of the future we want to create.

FSA Mission

To create an outstanding workplace: engage, celebrate, protect, and make gains for all our members.

A mission answers the question: What does this organization do? It is the organization’s purpose; what it will do to bring the vision to reality.

FSA Values

- Empowerment: We empower our members to understand and advocate for their rights.
- Influence: We leverage our knowledge and relationships to influence decision-making toward the realization of our shared visions.
- Principled Action: We take principled actions that are driven by the membership.
- Social Justice: Our commitment to social justice means we seek to foster and enhance a fair and just workplace.
- Solidarity: Demonstrating solidarity serves as the foundation of effecting change.
- Strength: Our strength comes from listening to our members and working together to apply what we’ve learned.

An organization’s values are important in directing ‘how’ we do our work.

The FSA is committed to:

- Fostering high standards of excellence in education;
- Improving members’ employment conditions, working environment, and opportunities;
- Maintaining transparency in FSA activities;
- Fostering a well-informed and engaged membership; and
- Promoting participation in decision-making; and nurturing a sense of community amongst our members and all of BCIT.

FSA CONSTITUTION AND BY-LAWS

An organization’s constitution and by-laws are two of its binding documents. Along with other relevant legislation ([see Section 2](#)) these two documents are fundamental in executing your duties.

All FSA Directors should be familiar with the FSA constitution and by-laws. These can be found on the FSA's website: www.bcitfsa.ca/about/fsa-policies

FSA POLICIES

While there is no expectation that FSA Directors will memorize the contents of the FSA's policies, it is incumbent upon each Director to be aware of the areas of policy that exist for the FSA and to understand the distinction between FSA policies and those of BCIT.

The FSA has a policy (1.5.10) on Policy Development and current practice is to assign a 'policy trustee' from the Board of Directors to be responsible for bring forward policies for consideration, for review, or for recommendation to rescind.

The board has responsibility for governance policies and general policy direction. The ED, and staff, are responsible for operational policy and implementing any other policies/policy direction from the Board.

FSA policies can be found on the website: www.bcitfsa.ca/about/fsa-policies

FSA/BCIT COLLECTIVE AGREEMENT

The members of the FSA are covered by the contractual agreements between BCIT and the FSA, contained in a collective agreement (CA) and a series of agreements called "memoranda of agreements", also known colloquially as Collective Agreement Memags or CA Memags.

In this agreement, BCIT is the 'Employer' and the FSA is the 'Union'. Historically, the FSA Executive Director is typically the lead for the FSA in negotiations with BCIT. *Note: The job descriptions for all FSA staff are currently undergoing a review process.*

This agreement is negotiated, or bargained, in regular iterations – commonly in three year cycles. The current CA can be found on our website: www.bcitfsa.ca/member-resources/collective-agreements-memags

FSA/CUPE COLLECTIVE AGREEMENT

The Executive Director and Operations & Human Resources Director, who are exempt, are covered under contractual agreements. All other staff of the FSA are unionized and thereby covered by a collective agreement (CA) between the FSA and the Canadian Union of Public Employees (CUPE), Local 1004.

In this agreement, the FSA is the 'Employer' and CUPE is the 'Union'. The FSA Executive Director is the lead for the FSA in negotiations with CUPE.

This agreement is negotiated, or bargained, in regular iterations – the most recent agreement is a 5-year agreement (2017-22). The current CA can be requested from the FSA Executive Director.

DIRECTORS' AGREEMENT

Every FSA director is required, upon joining the board of directors, to sign the FSA Directors' Agreement and Code of Conduct. A copy of this agreement can be found in [Appendix A](#).

CONSENT TO ACT AS DIRECTOR

As per the *BC Societies Act* section 42 (4)(a), every FSA director is required, upon joining the board of directors, to sign a *Consent to Act as a Director* form. This form will be provided to directors by the FSA office.

BOARD COMMUNICATIONS

The Operations & Human Resources Director is the FSA staff person who is the main support for the board in this area.

The FSA uses a combination of in-person and electronic methods for communicating with board members.

Meeting invites occur via Outlook calendar invites and should be responded to so the meeting planner can prepare/adapt as needed.

Emails are regularly sent from the FSA office to the board and should be reviewed and replied to as indicated. The default is to use the email address of the board member provided by BCIT; exceptions can be discussed with the FSA Operations & Human Resources Director as needed.

For sending emails to the whole board please ensure that you are sending to the entire current set of board members and ensure that your confidentiality settings are appropriate to your email content. You can find complete board and staff contact information on the FSA website. Please ensure you are using up-to-date information when contacting the board or staff.

Board members are also provided a physical FSA mailbox in the FSA office. When coming into the FSA office – for meetings or other reasons – board members are expected to check this mailbox.

STRATEGIC PLAN

FSA STRATEGIC PLANNING PROCESS

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It is usually constrained to a defined period of time and complements the foundational operations of an organization.

The FSA engages in a strategic planning process on a regular basis. Each strategic planning process should draw on current industry best practices for the development of these plans. The last two plans have been based on 3-year cycles but the cycle length can be changed depending on decisions taken at the time of planning.

The FSA board of directors is ultimately responsible for setting the strategic plan in consultation with FSA members, staff, and key stakeholders. The process for, and work of, strategic planning is supported by the FSA staff.

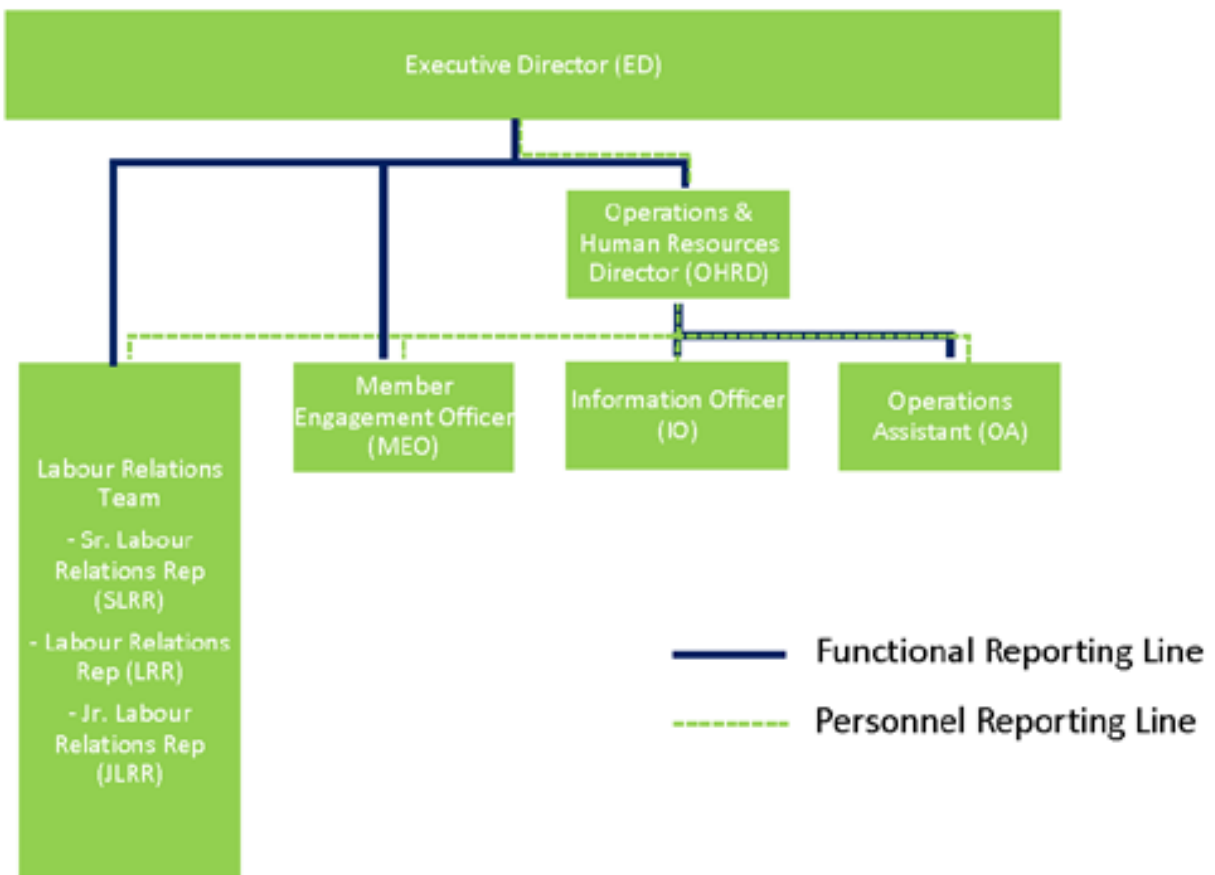
FSA CURRENT STRATEGIC PLAN (2015-18)

April 2019 Note: Strategic planning for post-2018 has been deferred due to demands related to bargaining and the .

An overview of the current strategic plan can be located on the FSA website: www.bcitfsa.ca/about. Once the plan has been updated it will be posted. A detailed version of the plan can be requested from the FSA office.

STRUCTURE

FSA STAFF ORGANIZATIONAL CHART



BOARD / EXECUTIVE DIRECTOR RELATIONS

The FSA board instructs, through formal communications, the Executive Director (ED) based on the scope of board governance. When giving direction to the ED, the board speaks with one voice. No individual board member, officer, or committee has authority over the ED. Decisions or instructions of individual board members, officers, or committees are not binding on the ED except in instances where the board has specifically authorized such exercise of authority.

BOARD / STAFF COMMUNICATIONS

The FSA staff have distinct lines of reporting as outlined in the chart above. Naturally, FSA board members and FSA staff members will interact in a variety of circumstances and situations, however it is important to ensure that the FSA's reporting structure is adhered to when it comes to directing work.

FSA board members should not be communicating or meeting with FSA staff members regarding FSA work unless as directed by a decision of the Executive Director or Operations & Human Resources Director for the specified purpose of supporting portions of the FSA's work. All Board authority delegated to staff is directed through the ED, to whom all the other staff members are accountable.

FSA staff members bring work items forward to the FSA board through the FSA's Executive Director or Operations & Human Resources Director.

Additionally, the FSA's Board-Staff Liaison Officer (BSLO) roles, covered [in a section below](#), were specifically created as a means for FSA staff to take forward confidential concerns to "improve the accountability of the Board to the FSA staff".

ROLE OF BOARD MEMBERS

Board members are the stewards of the FSA and are focused on the governance of the FSA, not the management of BCIT. The FSA is both a trade union under *BC Labour Relations Code* and a Society under the *BC Societies Act*. Both pieces of provincial legislation result in certain obligations for directors. These requirements and how they apply to the FSA in particular are reflected in the Constitutional statements (Section 1.1 of the FSA Policy Manual) and in the Mission Statement (Section 1.3).

The [BC Labour Relations Code](#) refers *Internal Union Affairs*:

- 10 (1) Every person has a right to the application of the principles of natural justice in respect of all disputes relating to
 - (a) matters in the constitution of the trade union,
 - (b) the person's membership in a trade union, or
 - (c) discipline by a trade union.
- (2) A trade union must not expel, suspend, or impose a penalty on a member or refuse membership in the trade union to a person, or impose any penalty or make any special levy on a person as a condition of admission to membership in the trade union or council of trade unions
 - (a) if in doing so the trade union acts in a discriminatory manner, or
 - (b) because that member or person has refused or failed to participate in activity prohibited by this Code.
- (3) If a trade union charges, levies or prescribes different initiation fees, dues or assessments in respect of a person according to whether the person applies or has applied for membership in the trade union before or after an application for certification by the trade union to represent the person as bargaining agent, the fees, dues or assessments are deemed to be discriminatory for the purpose of subsection (2) (a).

MEMBERSHIP REPRESENTATION

Directors of any society are responsible for representing the interests of the members to an extent consistent with the purposes of the society. As a bargaining agent under the Labour Relations Code, FSA board members have an additional duty to fairly represent members in employment matters concerning the Institute. As a Director, you are entrusted with decisions that affect the employment status of the entire membership. These range from decisions concerning collective bargaining to referring individual cases to arbitration. This responsibility also extends to the on-going conduct of the organization including determining what resources are required to adequately represent members and how those resources will be distributed. The Board is also ultimately responsible for democratic participation in the union in the form of elections, contract ratification, and strike votes.

The principle of fair representation means that a union cannot be discriminatory, arbitrary, or act in bad faith in putting forward a member's case or in representing the interests of an employee in the bargaining unit. From this principle is drawn the responsibility to approach decisions with an open mind, consider all relevant information, act in a consistent manner, and be free from conflict of interest.

The duty of fair representation is balanced by the requirement that the Board approach all decisions, even decisions concerning individual members, with the collective interests of the membership at heart.

The BC Labour Relations Code refers to the *Duty of fair representation*:

- 12 (1) A trade union or council of trade unions must not act in a manner that is arbitrary, discriminatory or in bad faith
- (a) in representing any of the employees in an appropriate bargaining unit, or
 - (b) in the referral of persons to employment whether or not the employees or persons are members of the trade union or a constituent union of the council of trade unions.
- (2) It is not a violation of subsection (1) for a trade union to enter into an agreement under which
- (a) an employer is permitted to hire by name certain trade union members,
 - (b) a hiring preference is provided to trade union members resident in a particular geographic area, or
 - (c) an employer is permitted to hire by name persons to be engaged to perform supervisory duties.
- (3) An employers' organization must not act in a manner that is arbitrary, discriminatory or in bad faith in representing any of the employers in the group appropriate for collective bargaining.

FIDUCIARY DUTY

Directors of a non-profit organization, registered under the Societies Act, have a fiduciary duty to ensure that the organization and all of its resources are dedicated to the benefit of the membership who are the legal beneficiaries of the organization, as well as its legal owners. The Board must ensure that the society is well managed, is able to meet its obligations, and will be able to meet the goals of its members into the future.

The FSA carries Directors and Officers Liability Insurance to indemnify the individual board members against claims arising from errors and omissions. The insurance is negated if there is proof of a board member acting in anything other than the interests of the membership.

CONFLICT OF INTEREST

A previous FSA Policy (1.5.8) outlined the Association's position on Conflict of Interest. A new policy needs to be developed.

Board members have a positive duty to declare a conflict or a potential conflict and then absent themselves from the deliberations over any matter about which they may be in conflict. Moreover, the President has a duty to identify and raise any potential conflict with a board member.

It is critical for board members to ensure they are not perceived as acting on behalf of the FSA board of directors when serving on BCIT committees unless specifically appointed as a representative of the board.

PRIVACY

The FSA is subject to the Personal Information Protection Act (PIPA). Our organizational responsibilities are set out in FSA Policy 2.1.18 (FSA Member Privacy). Under PIPA, board members have a positive duty to only use information about individual members for the purposes for which it is provided and to not require that information be provided or retained for any purpose not declared to members.

DILIGENCE

Every board member has a responsibility to carry out their duties in a diligent manner. Diligence requires that all information relevant to a decision be considered prior to making that decision. The duty of diligence may largely be satisfied by relying on professional advisors. The Board, nonetheless, must ensure that the interests of the members are brought to bear on the decision. They must also ensure that they themselves and their advisors have access to all of the relevant information. To meet this obligation, board members should be familiar with the FSA constitution, by-laws, and policies, with the FSA-BCIT collective agreement, and with the CUPE-FSA collective agreement. Board members should examine their meeting packages as soon as they are available, review every document presented for their consideration at a meeting, and seek clarification of all significant points prior to making a decision.

AUTHORITY WITHIN THE FSA

The membership has instilled decision making authority, regarding the business of the Association, with their elected Directors. This authority can be passed to others in the Association, along with the resources to carry out the responsibility. Authority is delegated to the President and the Executive Director who can obligate the Association in its relationship with the Institute. They are given the responsibilities of carrying out the wishes of the Board.

Responsibility for contract matters or grievances has been delegated to the Executive Director and staff. The Board, however, has the duty to reflect the best interests of the membership in making a final decision on whether a grievance proceeds to arbitration in the context of the best interests of the membership. While the Board holds both paramount authority and ultimate responsibility within the FSA outside of general membership meetings, this authority should be tempered by a reasonable degree of deference given to professional staff and advisors such as legal counsel or auditors in their fields of expertise.

CONFIDENTIALITY

The Board frequently deals with matters that are confidential in nature. These may include personal information about members, advice from legal counsel and other professionals, and privileged

negotiations with the employer or the staff union concerning grievances, collective bargaining, or other matters.

The effective operation of the Board requires that discussions be held in an atmosphere of trust and openness. Items marked “CLOSED” or “CONFIDENTIAL” carry a much stronger imperative not to disclose any of the discussion outside of the meeting. The disclosure of these items could result in significant harm to the bargaining or legal position of the FSA, and/or significant harm to the individuals who may be involved. Disclosing the position of the FSA on an arbitration to the Institute or its representatives, for example, would be an absolute violation of a Director’s responsibility to the FSA. To preserve the confidential nature of these discussions, written materials circulated at board meetings are normally gathered at the end of the discussion. The minutes of these discussions are “CLOSED” as well and are not available for general perusal.

Additional information on closed/in-camera portions of board meetings is covered in Policy 1.5.4 (Board of Directors Meetings).

BOARD SOLIDARITY

Once made, board decisions are the position of the FSA on any given subject. As directors of the FSA, members of the board are responsible for supporting, acting on, and ensuring compliance with those positions in the interest of the membership. This remains true for board members who may have spoken or voted against the majority. Their responsibility to the Association nonetheless requires that they act to defend the interests of the membership as expressed by the majority of the board.

This principle is supported by the practice of fully exploring issues during board deliberations. Every board member has a right and a duty to ensure that their views are expressed. Doubts and contrary opinions must be shared so the concerns they represent can be addressed and all can move forward knowing that the decision was thoroughly considered if not universally supported. Once made, the decision belongs not only to the person who brought it forward but to the entire board and the FSA as a whole. Responsibility for the decision must also be shared. What any board member said about any particular issue should not be shared outside of the board meeting. Board members should feel free to bring forward varied and diverse opinions, reflective of our varied and diverse membership, without fear of recrimination. The job of communicating Board decisions is often the responsibility of the President or another delegated person who must carry out and promulgate the decisions.

BOARD OFFICER ROLES

The board includes several officer roles including:

- President
- Vice President
- Secretary
- Treasurer

In practice and as allowed by by-law 9.1.2 the roles of Secretary and Treasurer are combined in one officer.

You can see the role descriptions for these outlined in [Appendix B](#).

These roles may include an allotment of release time for the work. This is determined annually by the board of directors.

In addition to the officer roles the FSA board of directors may have other positions that board members take on leadership for. Currently there are board members in the following capacities:

- Policy Trustee
- Liaison to the FSA Caucus on Applied Research & Advanced Studies (CARAS)
- Liaison to the FSA Caucus on Part-Time Studies (COPTS)
- Liaison to the FSA Equity Caucus (EC)

These roles may include an allotment of release time for the work. This is determined annually by the board of directors.

BOARD/STAFF LIAISON OFFICERS

In April 2018, stemming from a psychological health & safety review of the FSA office, the role of Board/Staff Liaison Officer (BSLO) was created. A terms of reference (TOR) were approved by the board of directors and can be found on our website: www.bcitfsa.ca/about/fsa-policies

The TORs instruct there to be two (2) BSLOs.

Drawing from Section 1 of the TORs, the purpose of the role is “to improve accountability of the Board to FSA staff, to act as part of a system of checks and balances on the power of FSA management, and to provide FSA staff with contact persons on the Board whom staff may comfortably approach with questions, concerns, ideas, or needs.” The areas covered by this role are also outlined in the TORs and are summarized as “questions, concerns, ideas, or needs relating to:

- Governance, leadership, and management of the FSA
- Workplace psychological health and safety
- Any other topic that the FSA staff feel the Board should be made aware of that they feel will not or cannot be appropriately addressed through other channels.”

BOARD EXECUTIVE COMMITTEE

The Executive Committee (often referred to as the EC or the “Exec”) of the Board of Directors was created in 2009. The Terms of Reference This committee is not currently active. A terms of reference (TORs) were created in 2009. The TORs were updated at a board meeting on December 4, 2019. The TORs are in [Appendix D](#) of this manual.

SUCCESSION PLANNING

To be developed

BOARD MEETINGS, ATTENDANCE, AND RULES OF PROCEDURE

FSA Policy 1.5.4 pertains to ‘Board of Directors Meetings’ and all board members should be familiar with this policy. In addition to being guided by *Robert’s Rules of Order*, Section 7 of the FSA by-laws outlines the proceedings of the board. All directors should be familiar with this section.

All board members are expected to attend board meetings – ideally in-person but arrangements can be made to attend via teleconference. Calendar invitations will be sent for board meetings and directors are expected to reply with adequate notice.

As per Section 6.3 (f) of the FSA by-laws: “A director ceases to be a director on failing to attend three consecutive meetings of the Board.”

The by-laws and all FSA policies can be found on our website: www.bcifsa.ca/about/fsa-policies

BOARD MEETING DATES

The FSA Board of Directors meets from August – June each year. Meetings are usually held on the third Wednesday of the month with some exceptions and the board also meetings two Saturdays a year for policy and strategy sessions. All board meetings take place in the FSA boardroom. Day-long policy session locations vary.

The current year’s dates are posted on the FSA website: www.bcifsa.ca/eventsmeetings. The dates are set for each upcoming year at the January board meeting.

Meetings can be attended in-person or via teleconference if a director is unable to get to the location of the specific meeting.

BOARD MEETING MINUTES

The Operations & Human Resources Director (OHRD) attends board meetings as ex-officio to record minutes for both the open and closed sessions of board meetings. The minutes are approved by the board as official record at the next scheduled board meeting.

Additionally, approved open minutes of the board of directors are posted in the [FSA members portal](#) for FSA members to access.

ANNUAL BOARD PLANNING CALENDAR

In addition to board meetings, board members should plan to attend all FSA general membership meetings and as many FSA Tech Rep meetings as possible. Additionally, board members should make every effort to attend other FSA events (e.g. open houses, consultations, socials, info tables, etc.).

The annual calendar for board meetings, general meetings, and Tech Rep meetings is approved by the board in January of each year and the dates are listed on the FSA website:

www.bcifsa.ca/eventsmeetings

To be developed.

FINANCIALS

FSA BUDGET PROCESS

The FSA's fiscal year runs from July 1 to June 30. In consultation with the Executive Director and Treasurer, the Operations & Human Resources Director prepares the draft budget for board approval in March of every year. Once approved by the board, the draft budget is posted [on the FSA website](#) and is presented by the Treasurer to the membership for approval at the general meeting in April.

FSA CURRENT BUDGET (2020-21)

The current budget is posted on our website: www.bcitfsa.ca/about/fsa-financials

A more detailed version of the budget will be reported on at the meetings of the Board of Directors.

SECTION 2: BACKGROUND

GOVERNANCE

RELEVANT LEGISLATION

In addition to its own constitution, by-laws, and policies the FSA is governed by the “laws of the land”.

In this section we have listed a few of the particularly relevant pieces of legislation that the FSA is subject as a reminder that FSA board members must exercise their duties and obligations within the constraints of these laws.

- [BC Human Rights Code](#)
- [BC Labour Relations Code](#)
- [BC Labour Relations Regulation](#)
- [BC Societies Act](#)
- [BC Personal Information Protection Act \(PIPA\)](#)
- [BC Occupational Health and Safety Regulation](#) (Work Safe BC)

The FSA board is supported in adhering to it’s obligations by staff including, but not limited to, the Executive Director, Operations & Human Resources Director, and Union Counsel. As per the FSA Member Privacy Policy (2.1.18), the FSA privacy officer is the Operations & Human Resources Director.

DIRECTORS AND OFFICERS INSURANCE

As previously mentioned, the FSA carries Directors and Officers Liability Insurance to indemnify the individual board members against claims arising from errors and omissions. The insurance is negated if there is proof of a board member acting in anything other than the interests of the membership. The policy will be provided to board members during onboarding and is available upon request from the Operations & Human Resources Director.

BOARD EVALUATION PROCESS

A pilot survey was developed in 2016. This survey needs to be reviewed, amended, and finalized to be used on an annual basis along with a board evaluation process document that outlines the steps and related actions.

EXECUTIVE DIRECTOR PERFORMANCE MANAGEMENT FRAMEWORK


A primary function of the board is to oversee the Executive Director role. The ED, in turn, oversees and is accountable for performance development of all other staff positions.

A pilot survey was developed in 2016. This survey needs to be reviewed, amended, and finalized to be used on an annual basis along with framework document that includes a survey as part of a broader evaluation and development plan for the Executive Director’s performance management.

OPERATIONAL BACKGROUND

FSA OPERATIONAL STANDARDS

The FSA's operations are covered by a series of FSA Operational Standards. The FSA Operational Standards represent the formal implementation of the FSA (Board) Policies and sit within the following hierarchy of documents:

1. Legislation
 2. FSA Constitution
 3. FSA Bylaws
 4. FSA Policies
 5. FSA Operational Standards
 6. FSA Standard Operating Procedures
- 

The purpose of the FSA Operational Standards is to clearly establish areas of responsibility and accountability for office personnel and management, as well as establish some basic, guiding standards according to which those responsibilities are met.

While these Operational Standards are not governance documents and is not within the purview of the board, board members who spend time in the office – either as part of their FSA release time or while working on FSA board work may need to access them. A copy can be provided to you by the FSA Information Officer

LABOUR RELATIONS WORK PLANS AND REVIEW

The work plans of the labour relations (LR) services of the FSA are developed by the LR team with the leadership of the Union Counsel/Senior Labour Relations Rep (SLRR) and the Executive Director. The board receives a regular SLRR report at its board meetings so that it can be apprised of significant and strategic labour relations matters that the FSA is dealing with.

One of the recommendations of the PHS PAG (above) was to conduct a review of the flow of labour relations or “advocacy operations” work done by the FSA to ensure the best possible service for members as well as a healthy, manageable, and sustainable workflow for FSA staff. This work is ongoing within the LR team and with the support of the Information Officer, Member Engagement Officer, and Executive Director.

MEMBER ENGAGEMENT & COMMUNICATIONS PLANS

While the FSA Member Engagement and Communications Plans are not governance documents and are not within the purview of the board, board members will receive regular updates on this work from the Member Engagement Officer and should be familiar with initiatives related to these plans.

FSA PUBLICATIONS

The FSA currently publishes:

- An [annual report](#)
- Newsletters ([FSA Voice](#))
- A ‘welcome back’ brochure in September
- Educational materials to inform members about their rights

Board members are expected to be familiar with these publications and to support FSA staff by encouraging other FSA members to read them.

FSA PSYCHOLOGICAL HEALTH & SAFETY COMMITMENT

In 2016 the FSA undertook a review of psychological health and safety in the FSA office. The FSA worked with the Canadian Mental Health Association of BC to administer a survey and provide a report. Following the survey results and report, additional information gathering was undertaken by two FSA board members and a report was produced with recommendations in 2017.

Coming out of these recommendations was the creation of the BSLO role (referenced earlier) as well as the creation of a Psychological Health & Safety Process Advisory Group (PHS PAG) composed of a subset of staff and board members.

The PHS PAG worked alongside contractors from Restorative Solutions to implement a series of recommendations and develop recommended strategies to address some of the issues identified. This led to the creation a set of documents, including:

- A BCITFSA Interpersonal Conflict Management Process
- A BCITFSA Statement of Meeting Protocols and Expectations
- An agreement on how staff could contribute to a healthy and well-functioning workplace

Implementation of recommendations from this work is ongoing and supported by the BSLOs, Executive Director, and Operations & Human Resources Director.

AFFILIATIONS

CANADIAN ASSOCIATION OF UNIVERSITY TEACHERS (CAUT)

In 2016 the FSA affiliated with the [Canadian Association of University Teachers](#) (CAUT). Founded in 1951, CAUT is the national voice for academic staff. Today, representing 70,000 teachers, librarians, researchers, general staff and other academic professionals, CAUT is an outspoken defender of academic freedom and works actively in the public interest to improve the quality and accessibility of post-secondary education in Canada. *To learn about why the FSA joined CAUT check out [this post on our blog](#).*

BC FEDERATION OF LABOUR (BCFED)

In 2016 the FSA began a trial membership with the [BC Federation of Labour](#) (BCFED). At the end of the two-year trial the FSA board agreed to continue the membership. The BC Federation of Labour represents over 500,000 members from affiliated unions across the province, working in every aspect of the BC economy. It has a long and proud history of fighting for the rights of all working people to a safe workplace and fair wages. The goals of the BCFED are best exemplified by its slogan: “What we desire for ourselves, we wish for all.”

NATIONAL UNION OF THE CANADIAN ASSOCIATION OF UNIVERSITY TEACHERS (NUCAUT)

One of the requirements of being members of the BCFED (above) is becoming a member of the Canadian Labour Congress (below). To maximize this opportunity and expand our value in CAUT, the FSA board joined the [National Union of CAUT](#) (NUCAUT) which also makes the FSA members of the CLC. The National Union of the Canadian Association of University Teachers (NUCAUT) is the national union of Canada's post-secondary academic staff. NUCAUT promotes the interests of academic staff and seeks to improve the quality and accessibility of post-secondary education in Canada. NUCAUT is committed to equity and opposes harassment and discrimination of any sort. NUCAUT contributes to building and unifying the labour movement by working with labour councils, provincial federations of labour, and other national unions.

CANADIAN LABOUR CONGRESS (CLC)

The FSA is a member of the [Canadian Labour Congress](#) (CLC). The CLC is the largest labour organization in Canada, bringing together dozens of national and international unions, provincial and territorial federations of labour and community-based labour councils to represent more than 3 million workers across the country.

OTHER AFFILIATIONS

The FSA is a member of the [Canadian Society of Association Executives](#) (CSAE) and the FSA Executive Director is the representative for the FSA to this body.

Additionally, individual staff at the FSA may hold professional affiliations in various organizations that the FSA benefits from through their work.

SECTION 3: REFERENCE MATERIALS

FSA WEBSITE AND MEMBER PORTAL

The FSA website is a primary source of information for FSA members. Please make sure you take the time to familiarize yourself with the website – including the Member Portal (you will need to set up a login if you don't already have one).

As an FSA board member, it is important to keep up with website content so that you are aware of what is happening and so you can also direct other members to the information available on the website.

ACRONYMS LIST

As with many organizations, the FSA often uses acronyms in its work. You can find a version of our FSA Acronyms List in [Appendix C](#) of this document. Every effort will be made to keep this list up-to-date and board members are certainly not expected to memorize it. In your role as a board member, please make sure that you ask for an explanation if someone uses an acronym you are unfamiliar with.

EXPENSE REIMBURSEMENT FORM

FSA Policy 1.1.7 *Reimbursement of Expenses* and the FSA Expense Claim Form can both be found on our website: www.bcitfsa.ca/about/fsa-policies

BOARD REPORT TEMPLATES

If you are required to submit a written report for a board meeting you will receive an email notification from the Operations & Human Resources Director along with the current template for board reports or for release time officers.

FSA BOARD MEMBERS AND STAFF TEAM CONTACT LIST

Update to date contact information can be found on our website:

- Board: www.bcitfsa.ca/about/fsa/#filter-board
- Staff: www.bcitfsa.ca/about/fsa/#filter-staff

Please make sure you are using up-to-date information if you are emailing the entire board (or staff) as a group.

BOARD RECRUITMENT INFORMATION

To be developed.

GOVERNANCE PROFESSIONAL DEVELOPMENT

It would be impossible to cover all the materials available for governance training and development that exist. You can also access additional resources through online searches as well as with the support of library staff and the BCIT Library or at your public library as well as organizations such as [Vantage Point](#) that exist to offer learning opportunities on areas such as governance.

Here are a few suggestions for you to explore as you develop as a board member.

External Organizations

- [Blue Avocado](#)
- [Board Source](#)
- [Vantage Point's resources page](#)
- [Charity Village Knowledge Centre, Governance Section](#)

Additional reading materials

- Book / [Boards that Lead](#) (Ram Charan, Dennis Carey, Michael Useem; Harvard Business Review)
- Book / [The Handbook of Board Governance](#) (Richard Leblanc; Wiley)
- Book / [The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence](#) (Jim Brown; Jossey-Bass)
- [Guidance Document: Employee Privacy Rights](#) (PDF, Office of the Information & Privacy Commissioner for British Columbia)

I _____ voluntarily agree that as a member of the BCIT Faculty & Staff Association Board of Directors accountable to the FSA membership, I have a legal and moral responsibility to ensure that the FSA Board does the best governance work possible in pursuit of its goals. I believe in the purpose and mission of the FSA and I shall act responsibly and prudently as an FSA governor.

As part of my responsibilities as a member of the Board of Directors:

1. I shall abide by the FSA constitution, by-laws and policies and all relevant legislation.
2. I shall have the members' wellbeing as my first priority in the governing the organization.
3. I accept my fiduciary duty to ensure that the FSA and its resources are dedicated to the benefit of its membership. I am legally responsible, along with other members of the Board of Directors, for the FSA.
4. I accept fiscal responsibility, along with other members of the Board of Directors, for the FSA. I shall become familiar with the FSA's policies and will ensure appropriate oversight of its services and operations.
5. I shall act in the best interests of the FSA, and declare any conflict of interest, excusing myself as appropriate from discussions and votes where I have a conflict of interest.
6. I accept my responsibility to carry out the duties of a member of the Board of Directors in a diligent manner.
7. I shall protect confidential information that the FSA is entrusted with and uphold the confidentiality of items from the closed sessions of the board meetings and correspondence.
8. I accept my duty to only use information about BCIT and its employees obtained in my role as an FSA board member for the purposes for which it is provided.
9. I accept that I have a duty to uphold the decisions of the Board of Directors and the FSA and that, as a Director, my opportunity for dissent is at the board table with an understanding that as a board, we own a decision together
10. I accept that I have a duty to actively participate in the discussions and the work of the Board of Directors and to ensure that my views are expressed during the Board of Directors decision-making processes.
11. I shall work in good faith with members of the Board of Directors and staff toward the achievement of FSA stated goals and priorities.
12. I accept responsibility, along with other members of the Board of Directors in our duty as an Employer, to provide a safe and professional workplace for the staff of the FSA that adheres to all contractual agreements and legislation.
13. I shall regularly attend Board of Directors meetings, FSA meetings, and relevant BCIT community events.

If I do not fulfill these commitments to the FSA, I will expect the President to contact me and discuss my responsibilities with me. If I am unable or unwilling to fulfill these commitments, I understand that offering my resignation or taking a leave of absence in accordance with the by-laws and policies might be the most appropriate course of action I could take.

In turn, the BCIT FSA Board of Directors will be responsible to me in several ways including the following:

1. I shall be provided with an orientation of the FSA including the FSA Board Governance Manual.
2. I shall receive training in my governance responsibilities as a member of the Board of Directors and I shall receive opportunities for development.
3. I shall be provided with timely notice of meetings and documentation in advance of meetings to assist me to prepare adequately.
4. I shall be provided with regular financial reports and updates of organizational activities that will allow me to act in a prudent manner.

5. I shall be offered opportunities to discuss the FSA's goals, services and activities with the President and the Executive Director and I am encouraged to request such opportunities.
6. The FSA shall help me perform my duties by keeping me informed about issues in the sectors of labour relations, post-secondary associations, and the broader union movement.
7. Members of the Board of Directors and the FSA staff shall respond in a professional manner to questions I have that I feel are necessary to carry out my financial, legal, and ethical responsibilities to the FSA.
8. Members of the Board of Directors and the FSA staff shall work respectfully and in good faith with me towards achievement of FSA goals.
9. The FSA shall carry Director and Officer Liability Insurance to indemnify individual members of the Board of Directors against claims arising from errors and omissions.

If the FSA does not fulfill its commitments to me, I am encouraged to call on the President and the Executive Director to discuss these responsibilities.

I have read this form and agree to serve under the expectations described in it.

Date: _____

Signed: _____
BCIT FSA Board of Directors Member

The BCIT FSA commits to fulfilling its responsibilities to the Board of Directors Member.

BCIT FSA President

BCIT FSA Executive Director

APPENDIX B: DIRECTOR POSITION DESCRIPTIONS

These role descriptions were developed a number of years ago and should be scheduled for review.

DIRECTOR POSITION DESCRIPTION

Time Commitment:	One ~3-hour meeting per month (Aug-June), plus additional time for general duties and projects assigned by the Board of Directors. One half day training session Two day-long workshops are scheduled for Saturdays each year
Term:	2 years, renewable
Selection:	Election by the General Membership
Reference:	By-law VII.4.

Accountability

A Director is accountable to the Board of Directors and the general membership for the Association's performance in relation to its mission and strategic objectives and for the effective stewardship of its financial and human resources.

The Members of the Association may remove any member of the Board of Directors before expiry of their term of office, with or without cause according to by-law VII.12.

Authority

The Board of Directors has the ability to bind the Association in all contractual matters in accordance with FSA by-laws and the Society Act.

Responsibility

Directors are responsible for acting in the best long-term interests of the Association and will bring to the task of informed decision-making, broad based knowledge, and an inclusive perspective.

General Duties

All Directors are responsible for:

1. Participating in executive duties in a diligent manner with respect to FSA policies, by-laws and the collective agreements it is party to
2. Preparing for and actively participating in Board of Directors meetings
3. Working as a team member and supporting Board of Directors' decisions
4. Championing assigned strategic plan initiatives
5. Representing the interests of the general membership in decisions
6. Declaring any conflict of interest and absenting themselves from deliberations where there is a conflict
7. Abiding by the Personal Information Protection Act (PIPA) legislation
8. Ensuring confidentiality related to members' personal information, labour relations matters and the negotiating positions of the FSA
9. Representing the FSA on committees and at events
10. Attending all association events and meetings
11. Participating in the recruitment of new board members
12. Keeping informed about issues relevant to the mission and objectives of the Association

13. Upholding the obligations of the FSA being both a certified trade union under the Labour Relations Code and a society under the Society Act

Expectations

- Knowledge of the FSA membership and the BCIT community
- Dedication to being a team player
- Commitment to the Association's mission and strategic objectives
- Devoting the time necessary to be an active member
- Respect the opinions and viewpoints of others
- Attend basic training and orientation session
- Mentoring newly-elected Directors

PRESIDENT POSITION DESCRIPTION

Time Commitment:	Determined by the Board of Directors
Term:	2 years, renewable
Selection:	Election by the General Membership
Reference:	By-law VII.8.

Accountability

The President serves and is accountable to the Board of the Association and general members.

The Members of the Board may be removed before expiry of their term of office with or without cause according to by-law VII.12.

Authority

The FSA President is the chief elected officer responsible for overseeing the leadership, governance and stewardship of the Association. The President represents the Association in all matters with the members, the Institute, and other stakeholders. The President has the ability to bind the Association in all contractual matters in accordance with FSA by-laws and the Society Act.

Responsibility

The President is the Chair of the Board having one vote. In accordance with FSA policies and by-laws the President will put matters before the Board for consideration and decision.

General Duties

In addition to the duties of every board member, the President is responsible for:

1. Overseeing the duties and affairs of the Association on behalf of the Board
2. Acting as spokesperson for the Board
3. Initiating and overseeing the implementation of the decisions of the Board
4. Chairing all meetings of the Board, General Membership, and Tech Reps
5. Advising and consulting with the Executive Director
6. Providing direct oversight of the Executive Director and initiating periodic reviews of the performance of the Executive Director as per FSA policy
7. Appointing committee members to administer the rights and responsibilities of the Collective Agreement

8. Participating as an ex-officio member on all FSA committees
9. Reporting on and responding to external correspondence relevant to the interests of the Association
10. Monitoring the implementation of strategic plan initiatives
11. Delegating, where appropriate, the duties and responsibilities of the President

Expectations

- Knowledge of the FSA membership and the BCIT community
- Dedication to being a team player
- Commitment to the Association's mission and strategic objectives
- A substantial amount of release time is normally required
- Respect for the opinions and viewpoints of others

SECRETARY DESCRIPTION

This role is historically combined with the Treasurer role as allowed by by-law 9.1.2

Time Commitment:	Five hours per month, in addition to Director duties
Term:	One-year term
Selection:	By appointment of the Board of Directors
Reference:	By-law VII.2., VII.10. and XI.

Accountability

The Recording Secretary is accountable to the Board of Directors.

The Board of Directors may deselect the Recording Secretary according to policy 1.4.1.

Authority

The Recording Secretary is the primary signing officer for the Association Minute Book. The Recording Secretary verifies that the minutes reflect the wishes of the Board of Directors and provides access by member to the minutes of the association. The Recording Secretary is also responsible for monitoring compliance of Board of Directors decisions in accordance with by-laws, policies and legislation.

Responsibility

The Recording Secretary is an elected officer, appointed by the Board of Directors, responsible for documentation of the primary records of the Association.

General Duties

The Recording Secretary is responsible for:

1. Reviewing and distributing the minutes of Board of Directors meetings
2. Ensuring that the format and level of detail of the minutes recorded reflects the wishes of the Board of Directors
3. Overseeing the updating, maintaining and safe storage the Association's Minute Book and other legal documents

4. Maintaining the Association's incorporation status through the annual filing of required reports and information
5. Ensuring that the FSA Policy Manual contains all Board of Directors directives and that such policies are systematically subject to Board of Directors review
6. Monitoring the compliance of decisions of the Board of Directors in accordance with by-laws, policies and legislation
7. Submitting all notices required by the Association's by-laws or as determined by the Board of Directors

Expectations

- Diligence in monitoring the updating and maintenance of the FSA Minute Book
- Diligence in monitoring compliance of Board of Directors decision-making
- Familiarity with FSA by-laws and policies and requirements of the Society Act

TREASURER DESCRIPTION

Time Commitment:	5 hours per month, in addition to Director duties
Term:	One year
Selection:	By appointment of the Executive Committee
Reference:	Bylaws VII.2 and VII.11

Accountability

The Treasurer is appointed by the Executive Committee and is accountable to the Executive Committee.

The Executive Committee may deselect the Treasurer according to policy 1.4.1.

Authority

The Treasurer is the primary signing officer for the Association's finances.

Responsibility

The Treasurer is an elected official charged with the oversight of the financial and risk management of the Association. In conjunction with the Financial Administrator the Treasurer monitors the financial records of the association.

General Duties

The Treasurer is responsible for:

1. Reviewing payroll records periodically for discrepancies
2. Attending periodic meetings with the Financial Administrator to review the financial statements and cheque register
3. Presenting the monthly financial reports to the Board
4. Presenting budget updates and annual financial statements to the General Membership and Tech Reps
5. Coordinating the drafting of the Association's annual budget
6. Signing of cheques and other financial documents

7. Consulting with the Financial Administrator regarding insurance policy renewal, banking and investment arrangements
8. Overseeing the maintenance of a registry of all Members in good standing
9. Liaising with the FSA Investment Committee to monitor the Association's investments
10. Directing financial activities as carried out by the FSA staff
11. Ex-officio member of the FSA Internal Audit Committee

Expectations

- Transparency in reporting
- Diligence in monitoring the finances

RETURNING OFFICER DESCRIPTION

While the Returning Officer is not a board member we have included this role description so that board members understand the scope of this role in relations to the board's work.

Time Commitment:	10-20 hours per year
Term:	One year beginning in December
Selection:	By appointment of the Board of Directors
Reference:	By-law VII.5.

Accountability

The Returning Officer is appointed by the Board of Directors and is accountable to the General Membership.

Authority

The Returning Officer maintains the integrity of the election process.

Responsibility

The Returning Officer is responsible for overseeing the conduct of FSA elections. They ensure that the conduct and processes of an election and by-election are fair and impartial as well as in accordance with FSA policies and by-laws regarding elections. They work with FSA staff to organize and coordinate the election process.

General Duties

The Returning Officer is responsible for:

1. Upholding the integrity of democratic process
2. Ensuring confidentiality of the voting process
3. Liaising with FSA staff on planning and preparation for elections
4. Preparing the election schedule for decision by the Board of Directors
5. Conducting electoral activities in accordance with FSA policies and by-laws
6. Determining whether candidates' activities are in accordance with FSA policy
7. Resolving any disputes arising from the conduct of an election
8. Communicating with the membership throughout the election/by-election process
9. Presenting information regarding elections at General Meetings and Tech Rep Meetings
10. Ensuring systems are in place to effectively and efficiently conduct an election
11. Responding to questions or requests regarding the election and process
12. Reporting the status and outcome of the election
13. Determining and assessing voter eligibility

14. Managing an electronic recount, when necessary
15. Contributing to the improvement of the electoral process

Expectations

- Adheres to the FSA's policies and by-laws regarding conduct of elections
 - Remains available during key times in the FSA election cycle
 - Demonstrates fairness and good judgement on issues arising throughout the electoral process
 - Communicates with the General membership about the electoral process
- Addresses concerns with candidates

APPENDIX C: FSA ACRONYMS LIST

ABET	Architecture and Building Engineering Technology
ACA	Annotated Collective Agreement
ACAP	Annotated Collective Agreement Project (FSA's ongoing project)
AD	Associate Dean
ADM	Assistant Deputy Minister
AGM	Annual General Meeting
AI	Assistant Instructor
ARC	Application Review Committee
ARLO	Applied Research Liaison Office
Art	Article, specifically the sections of the collective agreement, e.g. Art 5.2.5.2.7
ATC	Aerospace and Technology Campus
Auxiliary	Category of employment in the FSA contract for PTS, Guest Lecturers, Markers, and Student Employees. Also known as PTS contracts or yellow contracts.
Banner	Software system operated by BCIT to administer HR, payroll, course records, course scheduling, student records, and just about everything else.
BCCAT	BC Council on Admissions and Transfer
BCFED	BC Federation of Labour
BCGEU	The British Columbia Government and Service Employees Union (2 locals represent support staff and vocational instructors at BCIT).
BCIT	British Columbia Institute of Technology
BCITSA	BCIT Student Association
BFOR	<i>Bona Fide</i> Occupational Requirement
BIT	Behaviour Intervention Team
BoG	Board of Governors
BSEP	BCIT Student Employment Program (was disbanded around 2013/14)
BSLO	Board Staff Liaison Officer
BSN	Bachelor of Science & Nursing
CA (C/A)	Collective Agreement
CAC	Collective Agreement Committee
CALM	Canadian Association for Labour Media
CARAS	Caucus for Applied Research and Advanced Studies
CARI	Centre for Applied Research and Innovation
CAUT	Canadian Association of University Teachers (FSA is a member)
CFI	Canada Foundation for Innovation, a federal crown corporation to fund research infrastructure
CFO	Chief Financial Officer (excluded manager; previously VP Finance)
CIO	Chief Information Officer (excluded manager; previously Director, ITS)
COJOU	Council of Joint Organizations and Unions (Minor Partners to the Municipal Pension Plan)
CPP	College Pension Plan (for Faculty, Specialized Faculty, Assistant Instructors, Project Leaders)
CRC	Canada Research Chair
CRC	Criminal Records Check
CUFA/BC	Confederation of University Faculty Associations of BC (A federation of the UBC, SFU, UVic, and UNBC faculty associations)
CUPE	Canadian Union of Public Employees (FSA employees are members of CUPE Local 1004)
D2L	Desire To Learn, BCIT's Learner Management System
DC	Diversity Circles
DFR	Duty of Fair Representation. The legal obligation of unions to treat individual members in a fair and unbiased manner. Also referred to as a Section 12 after the BC Labour Code clause.
DM	Deputy Minister
DRB	Decision Review Board
DRC	Disability Resource Centre
DTA	Duty to Accommodate
DTC	Downtown Campus
ECET	Electrical and Computer Engineering Technology
ED	Executive Director
EDCO	Education Council
FPSE	The Federation of Post-Secondary Educators, the union representing most college faculty in BC

FSA	The BCIT Faculty and Staff Association
GAIT	Group for Advanced Information Technology (now MAKE+)
GO	Grievance Officer, now known as Labour Relations Representative (FSA position)
GM	General Meeting
GNWC	Great North Way Campus
GPLWOP	General Purpose Leave Without Pay
Green Contract	Temporary or regular day school employment. Also used to distinguish regular & temporary employees from an employee teaching on auxiliary or PTS contract. Old terminology.
GRTW	Graduated Return to Work
HOW	Hours of Work, usually the regular hours of work described in Art 8.1.1: Mon – Fri, 8:30 – 5:30
HR	Human Resources, BCIT's Human Resources Department
IDC	Instructional Development Consultant (Specialized Faculty position working in the LTC)
IGA	Issue, Grievance, Arbitration (FSA's grievance issue Access database; stopped using around Apr 30, 2014)
IO	Information Officer (FSA Position created in 2019)
ISA	Intermediate Systems Analyst (Technical Staff position working in ITS)
ISEP	International Student Entry Program (formerly Newton College)
ITA	Industry Training Authority, organization responsible for trades training in BC
ITS	Information Technology Services
JD	Job Description
JSA	Junior Systems Analyst (Technical Staff position working in ITS)
LM	Labour/Management
LMA	Labour Market Adjustment
LMC	Labour/Management Committee
LMS	Learner Management System
LOA	Letter of Agreement <i>or</i> Leave of Absence
LOAWOP	Leave of Absence Without Pay
LOU	Letter of Understanding
LR	Labour Relations, BCIT's Labour Relations Department
LRIO	Labour Relations Information Officer (FSA position pre-2019)
LRR	Labour Relations Representative (FSA position)
LRU	Learning Resources Unit (now the LTC)
LTC	Learning and Teaching Centre
LW	Labourware (FSA's grievance/issue database; became effective around May 1, 2014)
LWOP	Leave Without Pay
MAVED	Ministry of Advanced Education
MDM	Masters in Digital Media
MEIP	Now School of Energy/SoE (was School of Mechanical, Electrical, and Industrial Processes)
MemAg	Memorandum of Agreement
MEO	Member Engagement Officer (FSA position)
MFOT	Month Free of Teaching
MLA	Member of the Legislative Assembly
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPP	Municipal Pension Plan (for Technical Staff)
MTC	Marine Training Campus
NAIT	Northern Alberta Institute of Technology (Edmonton)
NRC	National Research Council
NRF	Non-Regular Faculty
NTF	Specialized Faculty (formerly Non-Teaching Faculty) FSA members on the Faculty salary scale without regularly scheduled classroom contact. Alt: FSA members on the Faculty salary scale in non-teaching departments such as Librarians, Counsellors, Researchers, Student Services Co-ordinators, Co-op Co-ordinators, Instructional Design Consultants, etc.
NRG	Natural Health & Food Product Research Group
NSERC	Natural Science and Engineering Research Council of Canada
OA	Operations Assistant
OHRD	Operations & Human Resources Director
OLA	Open Learning Agency
PBC	Provincial Bargaining Council, made up of presidents of local unions, governs joint bargaining by the FPSE, BCGEU, and FSA

PAG	Process Advisory Group
PD	Professional Development
PDLWOP	Professional Development Leave Without Pay
PDLWP	Professional Development Leave With Pay
PDS	Performance Development System
PELD	Professional English Language Development
PNC	Provincial Negotiating Committee, made up of negotiators from local unions and their staff, conducts sector bargaining with the PSEA
PSEA	Post-Secondary Employers Association, provincial body responsible for employer labour relations.
PSEC	Public Sector Employers Council, provincial body responsible for labour relations. The PSEA is subsidiary to the PSEC.
PSPP	Public Service Pension Plan
RO	Returning Officer
RTO	Release Time Officer
RTUNES	Request To Use Non Employee Services (contracting out/white contract)
RTW	Return To Work
SAIT	Southern Alberta Institute of Technology (Calgary)
SoCAS	School of Computing and Academic Studies (aka SCAS)
Section 12	A complaint by a union member to the Labour Relations Board that the union has failed to fairly represent the member. Also known as a DFR (Duty of Fair Representation) complaint.
SFU	Simon Fraser University
SFUFA	Simon Fraser University Faculty Association
SGO	Senior Grievance Officer, now known as Senior Labour Relations Representative
SJA	Student Judicial Affairs
SLM	Special Labour Management
SLRR	Senior Labour Relations Representative (FSA position)
SoCE	School of Construction and the Environment
SoBM	School of Business + Media
SoE	School of Energy, formerly MEIP (Mechanical, Electrical, and Industrial Processes)
SoH	School of Health Sciences aka SOHS
SoT	School of Transportation
SRP	Strategic Research Plan
SSA	Senior Systems Analyst (Technical Staff position working in ITS)
TAT	Threat Assessment Team
Tech Rep	Technology Representative (FSA members similar to a Shop Steward without any labour rep role)
TRU	Thompson Rivers University
TRUFA	Thompson Rivers University Faculty Association
UBC	University of British Columbia
UBCFA	University of BC Faculty Association
ULP	Unfair Labour Practice: certain violations of a union's or employer's rights under the Labour Code
UNBC	University of Northern British Columbia
UVic	University of Victoria
VCC	Vancouver Community College
VRC	Vocational Rehabilitation Consultant (FSA position in the DRC)
VPED	Vice President Education (Old terminology. Currently VP Academic)
VPHR	Vice President Human Resources
VPSS	Vice President Student Services (Old terminology.)
White Contract	RTUNES (Contracting out) (Request To Use Non-Employee Services) old terminology
Yellow Contract	Auxiliary employment within the FSA (PTS, Student, Marker, Guest Lecturer) old terminology

Executive Committee Members

- President
- Vice President
- Treasurer
- Board-Staff Liaison Officers
- Executive Director (ex officio)

Members of the EC will choose a chair from amongst themselves.

Purpose

The purpose of the EC is to relieve some functional duties of the Board of Directors (BOD) and to assist the BOD with its management and oversight responsibilities. The EC is not a decision-making committee unless delegated by the BOD through a motion which should specify the duties being delegated and the period of time that the delegation is in effect. All of its work will be put to the BOD for discussion and ratification. The EC also provides a mechanism for succession planning for the organization's leadership positions as well as management continuity. The EC is a standing committee of the BOD but is only active on an ad hoc or as-needed basis, as determined by the BOD. It can be struck for a period of time or during a set of circumstances that requires the EC to function to support the FSA.

Accountability

The EC reports to the BOD. It is responsible for work delegated to it by the BOD. It prepares recommendations, proposals, and report outcomes for further discussion and decision at the BOD. The EC will meet as required, keep notes, and provide regular updates at the board meetings. It will be added as a committee to the BOD meeting agenda and listed under the standing item: Committee Reports.

EC responsibilities may include:

- Review and present quarterly financial reports
- Review and present quarterly staff leave reports
- Review and present annual budget
- Prepare an Annual Report for presentation and release to general membership at the October AGM
- Serve as CUPE/FSA Labour-Management Committee Reps along with the Executive Director
- Ongoing contract management
- Executive Director oversight
- Board Evaluation Tools
- BOD action item tracking
- Policy review and preparing the policy review schedule, led by the Policy Trustee

Created: June 2, 2009

Amended: December 4, 2019