

# BOARD GOVERNANCE MANUAL

BCIT FACULTY & STAFF ASSOCIATION (BCITFSA)

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### 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



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### 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.

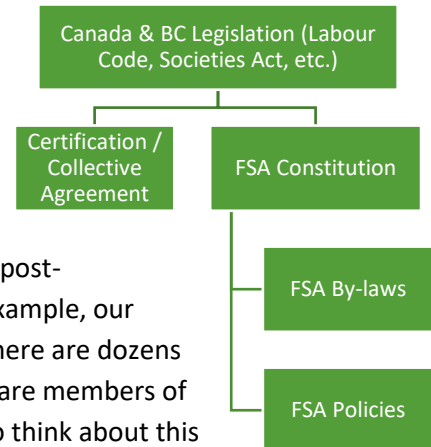
*This manual is intended to be dynamic and flexible for your learning needs. It should be reviewed and updated regularly to ensure it remains current. Please let us know if you notice anything that needs updating!*

## 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. It can be helpful to think about this organization as a professional association for our members' work as post-secondary educators and workers.

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. The role of the FSA board of directors is to govern the FSA, not to manage BCIT's operations.



## 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
- Executive Director (ex-officio)

*The FSA Associate Executive Director (AED) is a non-voting participant in board meetings as part of the FSA management team and to fulfill duties of the board secretary that have been delegated to this role.*

The President and Vice President are elected by the general membership in even-numbered years (e.g. 2020) and the remaining Directors, including the Treasurer, are elected in odd-numbered years (e.g. 2021). Terms are two years, renewable.

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

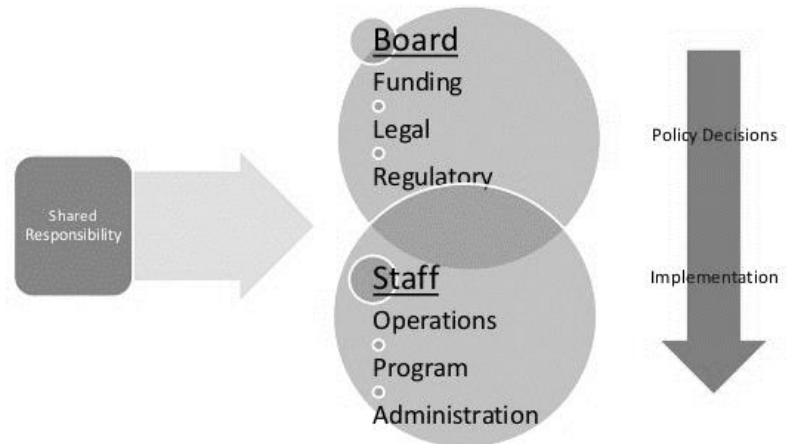
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## BOARD GOVERNANCE MODEL

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 priorities and organizational structure, and
- By providing oversight of the Association's finances, legal standing, ethics, and management.

The Board of Directors relies on staff to execute operational decisions and functions. 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 and the Associate Executive Director. As required, committees or working groups are used to address key issues in depth.



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## 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**

A dynamic and supportive educational community.

### **FSA Mission**

Excellent working conditions for all members through representation, negotiation, and advocacy.

### **FSA Values**

- Integrity: We are transparent and accountable in our decisions and actions.
- Solidarity: We stand together to protect our rights and achieve collective change.
- Empowerment: We equip our members to understand and advocate for their rights.
- Equity: We recognize diversity and pursue inclusion and justice for all members.

*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.*

*What does this organization do? It is the organization's purpose; what it will do to bring the vision to reality.*

*An organization's values are important in directing 'how' we do our work.*

### **2021-26 Strategic Goals:**

- Identifying and working to address inequities in different FSA job classifications;
- Ensuring members have a voice in defining future working conditions;
- Ensuring members and Departments understand their rights and can exercise them; and
- Enhancing member engagement, managing member expectations, and ensuring exemplary service.

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## 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](http://www.bcitfsa.ca/about/fsa-policies)

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## 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 Executive Director, and staff, are responsible for operational policy and implementing any other policies/policy direction from the Board.

FSA governance policies can be found on the website: [www.bcitfsa.ca/about/fsa-policies](http://www.bcitfsa.ca/about/fsa-policies)

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## 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'. The board of directors appoints a Chief Negotiator for each round of bargaining; historically, the FSA Executive Director has typically been the lead, but in the last two rounds of bargaining, a member was appointed as Chief Negotiator with the Executive Director as primary support.

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](http://www.bcitfsa.ca/member-resources/collective-agreements-memags)

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## FSA/CUPE COLLECTIVE AGREEMENT

The Executive Director and Associate Executive 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; commonly referred to as "CUPE ten-oh-four".

In this agreement, the FSA is the 'Employer' and CUPE is the 'Union'. The board of directors appoints a Chief Negotiator for each round of bargaining; historically, the FSA Executive Director has typically been the lead, but in the most recent round of bargaining, a board member was appointed as Chief Negotiator under the support of the Executive Director.

This agreement is negotiated, or bargained, in regular iterations – the most recent agreement is a 5-year agreement (2022-27). The current CA can be requested from the FSA Associate Executive Director.



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## 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](#).

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## 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.

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## BOARD COMMUNICATIONS

The Associate Executive 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 Associate Executive 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 on the FSA website; contact information can be found on BCIT's active directory. 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.

*It is also expected that the board read the regular emails sent from the FSA office to FSA Tech Reps and to all FSA members (usually in the form of the weekly Friday bulletin). It is important for board members to stay current in the FSA's general activities.*

### 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 recently adopted strategic plan is a 5-year cycle 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.

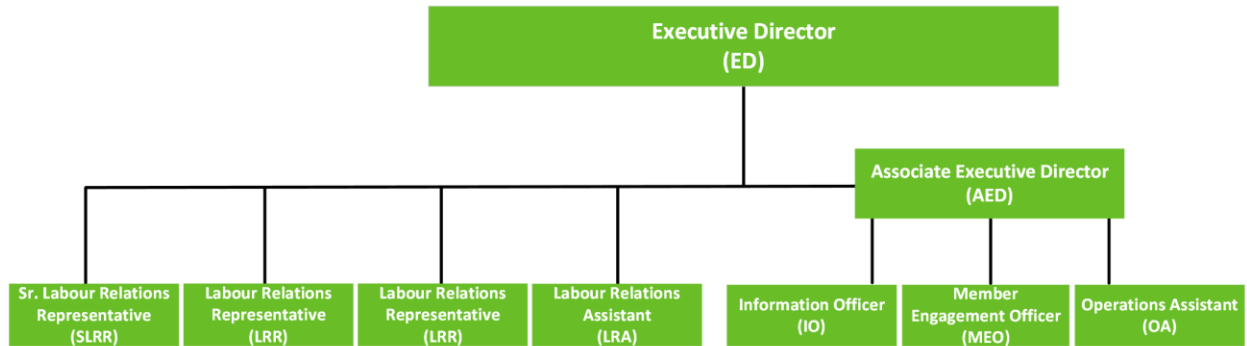
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### FSA CURRENT STRATEGIC PLAN (2021-26)

An overview of the current strategic plan can be located on the FSA website: [www.bcitfsa.ca/about](http://www.bcitfsa.ca/about). A detailed version of the implementation plan can be requested from the FSA office. The board of directors will receive regular reports on the progress of the plan throughout the term of the plan.

# STRUCTURE

## FSA STAFF ORGANIZATIONAL CHART



## WHO IS WHO AT THE FSA?

| BOARD  | PRESIDENT   | EXECUTIVE DIRECTOR  | ASSOCIATE EXECUTIVE DIRECTOR  | STAFF   |
|--|---|---|---|---|
| <b>GOVERNANCE</b>  |   | <b>OPERATIONS</b>   |   |   |
| <ul style="list-style-type: none"> <li>Align with constitution, bylaws, and policies</li> <li>Prepare for &amp; actively participate at all Board meetings, including casting informed votes</li> <li>Support decisions of the Board of Directors (Board solidarity)</li> <li>Establish and champion the Strategic Plan</li> <li>Establish &amp; honour vision, mission, values, &amp; goals</li> <li>Uphold fiduciary duties</li> <li>Eliminate or mitigate conflicts of interest</li> <li>Support President in all tasks</li> <li>Set policy</li> <li>Delegate tasks to President and appoint committees</li> <li>Hire Executive Director</li> <li>Maintain succession plan</li> </ul> | <ul style="list-style-type: none"> <li>Chair all meetings of the Board and General Membership meetings</li> <li>Supervise the other officers (VP, Treasurer, Secretary, and Returning Officer)</li> <li>Spokesperson for the Board and for the Association</li> <li>Initiate and oversee the implementation of Board decisions</li> <li>Lead Director &amp; ED evaluations processes</li> <li>Appoint committee members to administer the rights and responsibilities of the Collective Agreement</li> <li>Participate as an ex-officio member of all committees and caucuses</li> <li>Monitor implementation of Strategic Plan initiatives</li> <li>Develop and maintain relationships with BCIT management, and within the sector, government, and broader labour movements</li> <li>Lead all aspects of ED onboarding and transition (may delegate)</li> <li>Recruit, retain, and hold Board members accountable</li> </ul> <p>[Sole supervisor of the Executive Director]</p> | <ul style="list-style-type: none"> <li>Accountable for all programs and operations</li> <li>Lead labour relations</li> <li>Responsible for hiring, supervising, and evaluating the Associate Executive Director</li> <li>Accountable for hiring, supervising, and evaluating bargaining unit staff (with AED)</li> <li>Responsible for supporting board in creation of Strategic Plan</li> <li>Accountable for the implementation of the decisions of the Board (including the Strategic Plan)</li> <li>Represents the FSA with external stakeholders (BCIT mgmt., Affiliates, and broader labour movement)</li> <li>Along with the President, act as a public messenger for the Association</li> <li>Leads capacity building efforts</li> <li>Accountable for the FSA/CUPE Collective Agreement</li> <li>Accountable for the BCIT/FSA Collective Agreement and supports collective bargaining</li> <li>Serves as an ex-officio member of the Board, providing strategic governance support</li> </ul> <p>[Direct reports: AED, SLRR, LRRx2, LRA]</p> | <ul style="list-style-type: none"> <li>Leads:               <ul style="list-style-type: none"> <li>administration &amp; financial management</li> <li>information &amp; records management systems</li> <li>human resources administration and personnel management</li> <li>member engagement</li> </ul> </li> <li>Responsible for hiring, supervising, and evaluating bargaining unit staff (with ED)</li> <li>Responsible for implementation of CUPE/FSA Collective Agreement and supports CUPE collective bargaining</li> <li>Responsible for bookkeeping (via external contractor), budget and audit processes (in consultation ED &amp; Treasurer)</li> <li>Responsible for establishing and overseeing vendor relationships</li> <li>Responsible for administrative support for the Board and FSA Bargaining Team, including managing annual election process and BCIT/FSA collective bargaining</li> </ul> <p>[Direct Reports: MEO, IO, OA]</p> | <ul style="list-style-type: none"> <li>Implements programs and strategic plan initiatives</li> <li>Executes operations per job descriptions</li> <li>Executes and reports on programs and operations</li> <li>Informs management of liability or organizational problems</li> <li>Follows policies and operational standards</li> </ul> |

## 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.

The President, as delegated by the Board, is responsible for regular check-ins with the Executive Director.

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## 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 Associate Executive 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 Associate Executive 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".

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## 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).

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## 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 Board, 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.

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## 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.

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## CONFLICT OF INTEREST AND CODE OF CONDUCT

*An FSA Policy (1.5.3) outlines the Association's position on Code of Conduct.*

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.

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## 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.

The Privacy Officer for the FSA is the Associate Executive Director.

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## 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 additional information (if needed) and/or clarification of all significant points in order to make a decision.

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## 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 directions 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.

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## 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. Board members should not share, beyond the board itself, how individual directors spoke to, or voted on, specific decisions.

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).*

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## 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.

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## 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:

- Board/Staff Liaison Officers
- 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.*

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## 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](http://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 approach with questions, concerns, ideas, or needs relating to.” 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
- Supporting workplace psychological health and safety as described in policy 3.3.6 Psychological Health and Safety in the Workplace.”



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## 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.

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## SUCCESSION PLANNING

*To be developed*

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## BOARD MANAGEMENT & DECISION-MAKING

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### 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 6.3.6 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.bcitfsa.ca/about/fsa-policies](http://www.bcitfsa.ca/about/fsa-policies)

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### BOARD MEETING DATES

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

The current year’s dates are posted on the FSA website: [www.bcitfsa.ca/eventsmeetings](http://www.bcitfsa.ca/eventsmeetings). The dates are set for each upcoming year at the January board meeting. Outlook invitations are sent out for each one. Meetings are typically hybrid unless otherwise stated.

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### BOARD MEETING MINUTES

The Associate Executive Director (AED) is delegated the duties of the Recording Secretary and is responsible for recording 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.

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## 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.bcitfsa.ca/eventsmeetings](http://www.bcitfsa.ca/eventsmeetings)

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## BOARD ORIENTATION

Upon election or appointment to the board, all new directors will be provided with the most current version of this Board Governance Manual and will be invited to an FSA New Board Member Orientation, ideally before their first board meeting. The orientation session will provide a brief overview of the following:

- Positions on the board and their roles
- Board's responsibilities as an employer
- FSA initiatives and on-going matters currently being dealt with at the board level
- Staff support for the board & general office operations

Board members are also encouraged to spend time on the FSA's website to understand the content and resources provided there.

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## BOARD TRAINING PLAN

*Under development*

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## FINANCIALS

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### FSA BUDGET PROCESS

The FSA's fiscal year runs from July 1 to June 30. In consultation with the Executive Director, President, Treasurer, the Associate Executive 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 membership meeting in April.

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### FSA CURRENT BUDGET (2023-24)

The current budget is posted on our website: [www.bcitfsa.ca/about/fsa-financials](http://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.*

### GOVERNANCE

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#### 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 Lobbyists Transparency 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, Associate Executive Director, and when needed, external professional advisors. As per the FSA Member Privacy Policy (2.1.18), the FSA privacy officer is the Associate Executive Director.

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#### 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 Associate Executive Director.

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#### 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.*

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#### 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.

*The Executive Director performance management framework is under review and development.*

### 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

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### 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 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.

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### 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.

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### FSA PUBLICATIONS

The FSA currently publishes:

- An [annual report](#)
- Newsletters ([FSA Voice](#))
- An electronic bulletin (eBulletin) distributed weekly on Fridays
- 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.

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## 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. In 2021, the board enshrined its commitment by adopting [Policy 3.3.6 Psychological Health and Safety in the Workplace](#). The implementation of a psychologically healthy and safe workplace is ongoing work under the responsibility of the Executive Director and Associate Executive Director with board oversight.

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## GOVERNMENT RELATIONS & PROVINCIAL LOBBYING ACT

The FSA's government relations strategy is led by the Executive Director with support from the President and Member Engagement Officer.

The FSA is registered under the [BC Lobbyists Transparency Act](#). Under this Act, the FSA is required to track and report on the majority of interactions with senior governmental officials – both staff and elected.

It is critical that in your role as an FSA board member, if you are speaking with folks in the provincial government that you first check with the Executive Director to ensure that we are meeting our obligations under the Act.

## AFFILIATIONS

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### 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](#).*

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### 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."

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## 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.

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## 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.

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## OTHER AFFILIATIONS

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

## SECTION 3: REFERENCE MATERIALS

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### 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.

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### 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.

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### EXPENSE REIMBURSEMENT FORM

FSA Policy 3.1.7 *Reimbursement of Expenses* and the FSA Expense Claim Form can both be found on our website: [www.bcitfsa.ca/about/fsa-policies](http://www.bcitfsa.ca/about/fsa-policies)

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### BOARD REPORT TEMPLATES

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

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### 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](http://www.bcitfsa.ca/about/fsa/#filter-board)
- Staff: [www.bcitfsa.ca/about/fsa/#filter-staff](http://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.*

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### BOARD RECRUITMENT INFORMATION

In 2021, as directed by the board, a Board Recruitment sub-committee was formed to focus on inventorying the skills/traits of the sitting board, identify potential candidates from the membership and encourage them to run for a position on the board in the 2021 elections.

In the months leading up to an election, information on board positions up for election is posted on the FSA website, along with any other relevant election information. Our [board page](#) on the website has information for members thinking of running.

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## GOVERNANCE PROFESSIONAL DEVELOPMENT

It would be impossible to cover all the materials available for governance training and development that exist. On occasion, the FSA will organize trainings/workshops to be delivered to the board. 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 \_\_\_\_\_ 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 purposes. I believe in the purposes, vision, mission, and values of the FSA and I shall act responsibly and prudently as an FSA governing member of the board of directors.

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' collective 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 collective 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 financial statements to 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 and to support and hold accountable other members of the Board of Directors.
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 a Director 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. 1 1. 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 respectful workplace for the staff of the FSA that adheres to all contractual agreements and legislation.
13. 1 shall regularly attend Board of Directors meetings, FSA meetings and events when possible, and relevant BCIT community events that impact the working conditions of our members.

**If I do not fulfill these commitments to the FSA, I will expect the President or the Executive Director 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 FSA Board of Directors will be responsible to me in several ways and support me in adhering to the Director's Agreement and Code of Conduct, 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 duties 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.
6. The FSA shall help me perform my duties by keeping me informed about issues in the sectors of labour relations, post-secondary faculty/staff 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 fiduciary, legal, and ethical duties 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. Certain actions of Directors or the organization could void the insurance in some situations, and Directors should be aware of these.

**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: \_\_\_\_\_  
Member, BCITFSA Board of Directors

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 (Sept-June), plus additional time for general duties and projects assigned by the Board of Directors.<br>Two day-long workshops are scheduled for Saturdays each year |
| Term:            | 2 years, renewable  |
| Selection:       | Election by the General Membership  |
| Reference:       | By-law Part 6.  |

#### **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 6.5.

#### **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

|                       |                    |
|-----------------------|--------------------|
| <b>POSITION TITLE</b> | President          |
| <b>REPORTS TO</b>     | Board of Directors |

### Position Overview

Under the direction of the Board of Directors and accountable to the members of the Association, the President is the chief elected officer responsible for overseeing the leadership, governance and stewardship of the Association. The President is accountable, through the Executive Director (ED) and Associate Executive Director (AED), for the realization of strategic priorities of the Association.

As the face of the FSA, the President represents the Association in all matters with the members, the Institute, the government, FSA affiliates and other stakeholders. The President is the primary Spokesperson for the Board of Directors and the Association and has the ability to bind the Association in all contractual matters in accordance with FSA by-laws and the Society Act.

The President is 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 and is accountable to initiate and oversee Board decisions.

### Duties and Responsibilities

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 primary spokesperson for the Board and Association and representing the FSA at BCIT community events, provincial government announcements and events, affiliate and larger labour movement events.
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. Supervising other Elected Officers in the execution of their duties
6. Participating in operating budget discussions with the Treasurer and management
7. Developing and maintaining relationships in the BCIT Community, in particular, BCIT Leadership, with government, as well as within the sector and broader labour movement

8. Actively participates in the direction setting of FSA affiliations and serves as a conduit of information between affiliates and the FSA
9. Serving as a member of the Executive Council for the BC Federations of Labour (BCFed)
10. Acting as the sole supervisor, providing direct oversight of the Executive Director and initiating periodic reviews of the performance of the Executive Director as per FSA policy
11. Advising and consulting with the FSA Management Team
12. Appointing committee members to administer the rights and responsibilities of the Collective Agreement
13. Participating as an ex-officio member on all FSA committees
14. Reporting on and responding to external correspondence relevant to the interests of the Association
15. Leading the development of the Association's strategic plan as well as monitoring the implementation of strategic plan initiatives
16. Recruiting, retaining, and holding Board members accountable
17. Delegating, where appropriate, the duties and responsibilities of the President

### **Knowledge, Skills, & Abilities**

- Knowledge of the FSA membership and the BCIT community
- Familiarity with the post-secondary faculty association sector
- Familiarity with the broader labour union movement
- Strong leadership skills
- Strong public speaking and communication skills
- Strong relationship building skills
- Empathetic listening skills
- Ability to understand and respect varying opinions and viewpoints
- Ability to work independently and as part of a team

### **Working Conditions**

Working conditions of this elected position are governed by the FSA Elected Officer Terms and Conditions of Release Time. A substantial amount of release time is normally required, typically, 100% release, subject to approval by the FSA Board of Directors. The position functions year-round with duties and responsibilities not limited to the academic year. Additionally, there is an expectation to be accessible outside of normal hours of work and vacation for urgent matters.

The role is based at the BCIT Burnaby campus and travel may occasionally be required to other BCIT Campuses. Monthly travel to affiliate events, primarily in Ottawa, ON, is required.

The President works as part of an approximately ten-person office team. Team members have designated office space that may have to be shared depending on available space. Team members share meeting space. The work is largely at a computer with regular meetings. Attendance and work are required at FSA and affiliate events.

All employees of the FSA are responsible and accountable for personal and confidential information on a daily basis.

**Physical requirements**

The President may spend several hours a day in a sedentary position working at a computer with the ability to move about the office as needed. Office furniture will comply with Occupational Health and Safety Standards. Much of the workday is spent in meetings. The work occasionally requires sustained focus on complex and detailed information. Regular, predictable attendance is required.

**Psychological Demands**

The FSA works with members who are often in situations that could potentially affect their livelihoods. Supporting FSA staff who service members working in a high-impact environment can be accompanied by stress. This position will call upon the President’s resilience, openness, and capacity for listening and responding professionally.

The Association often has more requests for service than can be met. The role will frequently need to prioritize competing demands for themselves and others, while maintaining positive working relationships with multiple stakeholders.

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|                       |  |                   |              |
|-----------------------|--|-------------------|--------------|
| <b>Approved by:</b>   | <b>2023/24 Board of Directors</b>  |                   |              |
| <b>Date approved:</b> | March 2, 2024  |                   |              |
| <b>Certification:</b> | <b>I certify that I have read and understand the responsibilities assigned to this position.</b> |                   |              |
|                       | <b>Name:</b>   | <b>Signature:</b> | <b>Date:</b> |

**SECRETARY DESCRIPTION**

*This role is historically combined with the Treasurer role as allowed by by-law 9.1.2 with the duties of the Secretary delegated to the Associate Executive Director per by-law 9.6.2.*

- 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 Part 9

**Accountability**

The Recording Secretary is accountable to the Board of Directors.

The Board of Directors may deselect the Recording Secretary according to policy 1.5.1.

**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:       | By-law Part 9                                     |

### **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 1.5.1.

**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 6.2.5 (a)                         |

**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  |
| AED       | Associate Executive Director   |
| 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 Occupational Requirement</i>  |
| 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  |
| 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