

THE BLACK REPORT

The Black Report

A strategic analysis of the Arts & Science Undergraduate Society with proposed long-term solutions



Prepared and Presented by:

Jacob Mantle
President 08-09
Internal Affairs Commissioner 07-08
ASUS Representative to the AMS 06-07

Dominique Vanier
Vice President 08-09
Academics Commissioner 07-08
Physical Academic Representative 06-07

MARCH 2009

THE BLACK REPORT

Preface

What is written below in this report represents the combined experiences, knowledge and expertise of our time working at ASUS. This Society has afforded us the opportunity to learn, make mistakes, and grow. For that, we are thankful. We have strived for excellence in everything we have done at ASUS, and the results of six years of involvement can speak for themselves.

Along our journey at ASUS we have learned about the strengths and weaknesses of the Society. We have seen the Society in time of financial turmoil as well as in times of social upheaval and have gleaned our experiences from these experiences. It is our hope that we can pass on this knowledge to successive generations of students at ASUS. We hope that through this report we can provide guidance and reassurance to those who take our places in the future.

We have attempted in this report to identify what we see as problems facing ASUS in the future and to provide practical solutions for the benefit of all students. This report is not meant to be a strict road map but rather a compass charting the general direction of the Society that we see as most beneficial. We encourage discussion and debate surrounding these ideas.

Queen's spirit is embodied by students with the passion to make a difference and who are willing to devote themselves to realize their change. ASUS has never been short of Queen's spirit and will continue to empower students to become engaged in their community, their home, their Queen's.

Humbly Submitted,

Jacob Mantle (ArtSci '10)
President 08-09

Dominique Vanier (ArtSci '09)
Vice-President 08-09

THE BLACK REPORT

TABLE OF CONTENTS

Orientation Finances 4

Institutional Memory 5

The Executive System 6

Permanent Staff8

ASUS Officer Positions and Development10

Evaluation of Revenues and Current Financial System10

ASUS Corporate Development11

Final Thoughts12

Appendix A: AMS Permanent Staff Job Description.....14

Appendix B: Engineering Society General Manager Job Description18

Appendix C: ASUS Permanent Staff Job Description (Draft)21

1) Orientation Finances

Analysis of Current System

ASUS Orientation is a fundamental part of ASUS for a plethora of reasons. It is first year students' initial introduction to not only our University but also our Society, and is undoubtedly the most important tool that our Society has to bring in and retain student volunteers as well as communicate available opportunities and experiences to students.

For as long as any institutional memory at ASUS shows, ASUS Orientation has been an autonomous unit of the Society. It is important for this to remain the case for several reasons, namely that it has had tremendous success in being so. By exercising autonomy ASUS Orientation is permitted to run Orientation Week effectively and efficiently. However, in the area of finances, autonomy is a detriment and liability to the Society. Orientation currently banks with TD; the rest of ASUS banks with the Bank of Montreal. The Vice President, General Manager, nor Business Manager – the only three officers with signing authority for the Society – currently do not have access nor signing authority on the Orientation accounts. The HeadGael and Orientation Chairs address all bank remittances, revenues, and expenditures pertaining to their budgets.

The problem is accountability. As the elected Executive we are ultimately responsible for the Society, in both a general and legal sense. The Head Gael and Chairs, who currently oversee the Orientation finances, are neither elected nor accountable to the Society. The Vice-President is delegated the responsibility from Assembly to oversee the finances of the Society, including Orientation. This, however, is currently not the case. Without financial oversight or accountability through the Executive and specifically through the Vice-President, the Society is left in a precarious position. One easily identified problem is as follows: in the event that financial mismanagement arises in Orientation, the Executive through the Vice President is ultimately responsible, but currently has no direct oversight over Orientation finances. Though mismanagement has not occurred in recent history in ASUS Orientation, it nonetheless is our responsibility to put in place measures to ensure this will never happen.

Proposed Solutions:

I) The Vice President is given signing authority on the Orientation financial accounts (Shinerama and Orientation).

II) Have the Orientation Committee use the ASUS Business Manager to keep track of their books such that all expenses and revenues be coded and recorded in the ASUS accounting system. All bank remittances will be addressed by the Business Manager.

III) Ensure that the Vice-President is involved in the creation of the Orientation budget. Ensure that the HeadGael provides regular financial updates to the Vice-President.

THE BLACK REPORT

Why these solutions?

I) Single most important reason: **Audit**. It is inevitable that the Society will be audited, and when this does occur, we will be in serious trouble. Here is why an audit is highly probable: We are registered with the government as a not-for-profit organization, not a charity. So when donations are given to the Society with the stipulation of receiving a tax receipt, we have to use the University's charitable number. This single-handedly increases our chances of being audited because the government needs to ensure that the issued tax receipts are based on donations to a not-for-profit/charitable organization.

II) Using the Business Manager will make the HeadGael's and Operations Chair's jobs easier in that they would no longer have the menial responsibility of organizing expenditures and revenues into succinct budget lines nor the responsibility of accounting for bank remittances – all of which would be moved under the job purview of the Business Manager.

2) ASUS Institutional Memory

Analysis of Current System

Currently ASUS has no system of institutional memory. We have no way to track the progress of the Society or to ensure that we do not make the mistakes of the past. Similarly, we have no way to learn from past decisions to improve the Society in the present and future.

In addition to a lack of documentation, ASUS suffers from cultural deficiency. We have no culture or history of report writing, which is a serious problem for the Society. As we struggle to overcome systemic problems, we must turn to the advice and experience of those who came before us. This, however, is not possible as there is very little documentation of our history.

Proposed Solutions:

I) Move responsibility for archiving from Internal Affairs to our permanent staff members. Although the job of archiving the internal history of ASUS would necessarily fall to the Internal Affairs Commission, the fact that there is a new Commissioner each year in practice defeats the purpose of having archiving fall under Internal Affairs. It is more pragmatic to have our permanent staff member who will be in employment from year-to-year take over the responsibility of maintaining an effective archive.

II) Mandate that the Executive write an end-of-year report, which must include a strategic analysis of the Society with proposed solutions.

3) Executive System

Analysis of Current System

Currently the Executive consists of two members: The President and Vice President. In 1984, the then three-member executive was changed to a two-member executive. During this period the Commissioner system was created¹.

The current two-member system is burdened by some systemic problems:

Expected number of hours vs. actual hours worked:

The outline of the Executive positions in ASUS Constitution and Policy currently stipulates that both the President and Vice-President should hold 15 office hours per week. This is a sorrowful under-estimation of the amount of time each Executive member puts into ASUS. On average a committed Executive will put in between 30-40 hours per week. This includes office hours, council meetings, committee meetings, ASUS and AMS Assembly, and meetings with the Dean and administrators.

The Vice President as a clerk:

The way our financial system currently stands at ASUS is, for lack of a better word, archaic. Our cheques are not created electronically but rather each one is hand-written, coded, entered into the accounting system, and subsequently updated on the specific chart of accounts. To put this into context, every reimbursement and account payable is hand-written by either the Vice President or General Manager. This process is tedious, time consuming, and unchallenging.

Secondly, every deposit made by a committee or DSC is submitted to the Vice President, most of which consist of loose change. The Vice President must then combine all committee/DSC deposits, double count the entire deposit to match up the deposit sheets, code the deposit, and finally run this money to the BMO. This, as well, is time consuming and monotonous.

Issues of Representation:

Currently the work required of the Vice-President impedes him/her from fulfilling their role of participating as an Executive member and representative of the Society. Although the main task of external representation falls to the President, it is important and beneficial to ensure that the Vice-President does have a major role to play

Proposed Solutions

D) Return to a three-member elected Executive. The Executive team would be composed of a President, a Vice-President (Finance) and a Vice-President (Society Affairs).

¹ Abrey, K. The Red Proposal 5

THE BLACK REPORT

II) A proposed break-down of responsibilities is as follows:

Joint

- Ensuring the smooth operation of the Society
- To supervise all activities of the Society
- To interview for and select a Council
- Supervise the interviewing and selection of all committee Chairs
- To prepare a strategic plan for presentation to Assembly
- To periodically evaluate the performance of all active members of the Society
- To oversee the operations of the Camp Directors
- To meet with the Dean on a monthly basis

President

- To represent the Society to any external body
- To be a voting member of ASUS Assembly
- To be a voting member of AMS Assembly
- To be a voting member of Faculty Board
- To coordinate representation to the Alma Mater Society
- To chair ASUS Council
- The Orientation Committee reports to the President

Vice-President (Finance)

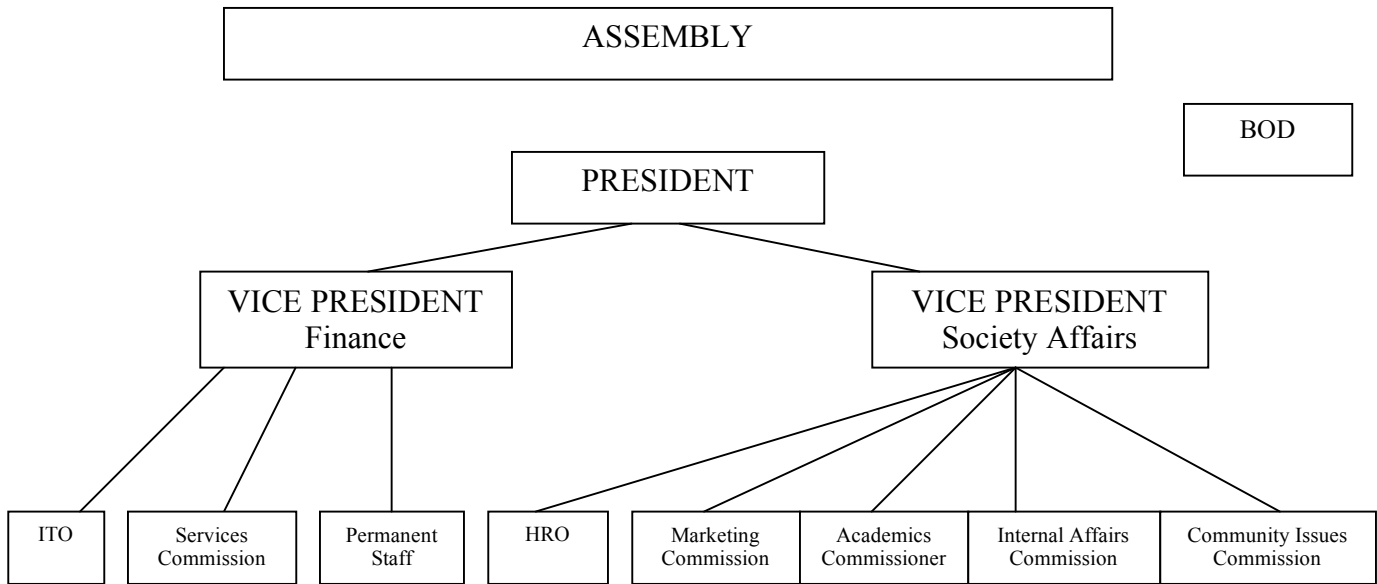
- To be responsible for the financial affairs of the Society
- To be a voting member of ASUS Assembly
- To be a voting member of AMS Assembly
- To work with permanent staff members to ensure a management and maintenance of the financial system
- The Service Commission reports to the Vice-President (Finance)

Vice-President (Society Affairs)

- To be responsible for non-financial aspects of the Society
- To be a voting member of ASUS Assembly
- To be a voting member of AMS Assembly
- To be a voting member of Faculty Board
- The Academic Affairs Commission, Internal Affairs Commission, Community Affairs Commission, and Marketing Commission report to the Vice-President (Society Affairs)
- The Formal Committee reports to the Vice-President (Society Affairs)

III) The current Society Affairs Commission would be renamed the Community Affairs Commission to better reflect the role it plays in the ASUS community, student community and Kingston community. The commission does not deal with all aspects of the society but rather focuses on those issues that students are passionate about.

Figure 1: Proposed ASUS Organization Chart



4) Permanent Staff

Analysis of Current System

Currently ASUS employs two permanent staff members, a General Manager and Business Manager. The General Manager is employed on a full-time basis and the Business Manager is employed on a part-time basis.

ASUS Constitution Part 16 outlines the basics of the General Manager’s job description. It says that the General Manager shall serve as front reception for ASUS, be responsible for ordering all office supplies; room bookings; communicating with Queen’s Apartment and Housing (now called Queen’s Community Housing); co-signing the ASUS Society Account; DSC Account; and internal invoicing and managing the Red Room. Many of the job requirements outlined in Constitution have since become redundant or have been moved to another portfolio within the Society. For example, we have hired student receptionists, a student to manage Red Room developments, and finally ASUS no longer requires committees to reserve rooms in the CORE for bookings. A more exhaustive job description for the current position of General Manger does not exist.

We will outline a short analysis of the remuneration paid toward the General Manager position to show how it is grossly disproportionate to the position’s job requirements. All financial information shown below is available through the Society’s General Budget, which is a public document.

Currently the position of General Manager receives a remuneration of \$41,500. The position of General Manager works seven (7) hours per day, four and half (4.5) days a

THE BLACK REPORT

weak. The position works for the months of September, October, November, three (3) weeks in January, two (2) or three (3) weeks in February, all of March, April and May. Depending on the calendar year this works out to approximately thirty (30) working weeks per year. A simple calculation to prorate the position's salary based on the average fifty-two week (52) full year position results in the following:

Currently the position receives approximately \$1380.00 per week². Dividing this by ninety percent (90%) as the position only works a half-day every Friday equals \$1537.00 per week in remuneration. If we prorate at fifty-two (52) weeks per year, the result is an annual salary of approximately \$79,900.

If we make a simple comparison between the job descriptions of the AMS General Manager (Appendix A), Engineering Society General Manager (Appendix B) and the ASUS General Manager job description (Appendix C), we will see several disparities. The above calculations and supplemental appendices conclude that the position that we currently have does not match the remuneration that we currently pay.

In addition to a General Manager, the Society also employs a Business Manager. ASUS Constitution part 16 states that the Business Manager shall maintain complete records of all main Society transactions; reconcile bank statements and update savings account records each month; keep a record of all employees and ensure that the appropriate salary deductions are made and remitted to Revenue Canada each month; prepare R.O.E. forms for all terminating employees and file with Revenue Canada; prepare T4 slips for all employees and file with Revenue Canada; keep E.H.T. records and file each year; be a co-signer on chequing and savings accounts; assist the Vice President to make any changes to the bookkeeping system to facilitate the smooth operation of ASUS; and be knowledgeable of all taxes and their potential impact on ASUS. The position of Business Manager is an accounting one. This is a vital and necessary service for the Society, as the specialized knowledge of accounting and finance is simply not a skill students possess. As ASUS has expanded its corporate initiatives and now has hired employees working for the Society, the role of the Business Manager has expanded. We predict that this expansion will continue, and the Business Manager will become more involved in the finances of ASUS.

The Business manager is employed on a part-time basis and receives a remuneration of \$14,400.00 per year³. The position of Business Manager works fifteen (15) hours per week during the year and five (5) hours per week during the summer months.

Proposed Solution

D) We propose to eliminate the positions of General Manager and Business Manager and combine them into one single full-time position. The amalgamated position will be

² This was calculated by dividing \$41,500 by 30 weeks

³ Originally this position received \$6,100 at five (5) hours/week. The weekly hours of the Business Manager were increased from five (5) to fifteen (15) in early 2009 for the academic year, and will remain at five (5) hours/week in the summer, to be absorbed by camps budget.

THE BLACK REPORT

responsible for the intricacies of the finances of the Society as well as engage the Executive in analytical problem solving and strategic planning. We hope the new position will be a more effective and engaging one. A draft job description is included in Appendix C.

5) ASUS Officer Positions and Development

Analysis of Current Situation

This year, ASUS instituted an office system into its structural hierarchy. The purpose of such officer positions is to give sensitive yet relatively small portfolios the attention that they deserve. There are many areas within the Society that do not receive due attention and are left to various individuals to administer. Two areas that currently do not fall under any portfolio are Human Resources and Information Technologies. By default, Human Resources management has fallen to the President, which poses some problems of impartiality and conflict management. Likewise, Information Technologies has also in practice fallen to the President, despite the fact the President may have little of no experience in Information Technologies.

Proposed Solutions

I) Creation of a Human Resources Officer. We propose to annually hire a Human Resources (student) Officer. This position will be responsible for ensuring that ASUS adheres to the Employment Policy Manual. This will include making sure all job descriptions are up to date, ensuring all interview questions follow the principles of the Employee Policy manual, and finally making sure all positions that require contracts have completed them and are filed. This position will provide the Society with a more neutral third party that will be able to deal with any complaints. The HRO will report to the Executive.

II) Creation of an Information Technologies Officer. We propose to annually hire a (student) Information Technologies Officer. With the recent changes to our e-mail and server systems, the AMS will no longer be responsible for the maintenance of our computers and network, but will instead only maintain ASUS's e-mails. The ITO will be responsible for maintaining our websites (including ASUS homepage, Summer Camps, ASUS Formal, and ASUS Orientation), as well as our computer systems as the Core.

6) Evaluation of Revenues and Current Financial System

Currently, the ASUS financial system is all paper based, in that all cheques are hand written and hand coded. This system could be made more efficient and effective if all cheques were instead printed electronically. If the accounting system was to keep electronic records of all invoices and cheques, this would significantly free up time of the VP of Finance. The cheques could be printed on a regular basis by the Business Manager

THE BLACK REPORT

or Vice President, and would be distributed accordingly. If all financial records were electronic, older financial records could be accessed by simply using the search option, instead of by digging through boxes of hand-written records (our current practice).

To familiarize the VP of Finance with the financial system at ASUS, and with finance in general, we suggest that this person take the Introduction to Financial Accounting (COMM 211) during the summer of his/her term. The Engineering Society offers this option to its VP of Finance, which has shown to work well in previous years. This introductory course would educate the VP of Finance on the use, interpretation, and communication of financial information. The VP of Finance may not have previous experience in any financial area, and as such, this course would equip him/her with the tools and education needed to effectively run ASUS – a million-dollar Society.

7) ASUS Corporate Development

Analysis of Current Situation

ASUS has long been an effective charitable organization with a weak service side. The charity work that ASUS does is what makes us unique from all other Faculty Societies, if not always the most visible. The number of charities that ASUS supports has grown to its limits in terms of financial support and organizational capacity. It is unadvisable to the Society to continue to take on further charities without acquiring a further source of funding, ideally without resorting to an increase in the student activity fee.

Currently ASUS has only three operational revenue generating services: the ASUS Movie Theatre, ASUS Jackets, and ASUS Camps. Currently only two of these three services is profitable. This poses a serious threat to the financial health of the Society.

Finally ASUS currently has a capital fund of \$56 000.00 dollars which is being held until the creation of a Board of Directors as mandated by Assembly.

Proposed Solutions:

I) Implementation of the Board of Directors. It is of key importance that the Board of Directors that will be created is working and operational. This will not only grant us access to the opt-out funds set aside for development but also give the Society a long-term and strategic planning body.

II) Acquiring Commercial Space in the Queen's Centre. This must be made a priority in the next year. Currently not all commercial space in the Queen's Centre has been allocated. This year we made proactive steps to indicate that ASUS is and would be interested in a portion of this commercial space. We must continue our proactive approach and *push* for ASUS to receive commercial space. We will need to develop a business plan to show what we would like to use the space for and why this would be a benefit to the Queen's Centre and the student body.

THE BLACK REPORT

III) Use of the ASUS opt-out capital development funds. As of November 2009 ASUS will have approximately \$100,000.00 set aside in its capital development fund. This money will be under the discretion of the Board of Directors. It is imperative that the Executive make proposals to the Board for use of these funds in corporate development. This money could be used to develop a business model and start an operating budget for a proposed service in the Queen's Centre, or for any developments made to the Red Room, for example.

IV) Continuing the corporate trend. This year ASUS made a conscious effort to develop the Services Commission on a business model. This included replacing volunteer staff with paid employees and streamlining operations in the Jackets Committee. We propose that this trend be continued. It is important for the Society's services that ASUS has genuine services that provide a quality good at a fair price.

Final Thoughts

What is the relevancy of ASUS? For something to be relevant to students, it must be a tool or a service that will result in benefits. Students can identify with ASUS by its strengths, which in turn make ASUS relevant to the student body⁴.

External Identity

ASUS has a rich identity as a charitable organization that annually raises over \$100,000 for various organizations in the Queen's and Kingston Communities. Currently, the Society supports 17 charities, and has watched this number rise over the past five years. However, much of the hard work done by these charities is not directly attributed to ASUS or students in general have little knowledge on the charitable work ASUS does.

This can partially be attributed to how ASUS is branded. Though ASUS Constitution stipulates that all media produced by ASUS Committees must contain the ASUS logo, in practice this rarely occurs. Committee chairs are given the autonomy to organize and design their advertising and as such, there is often no oversight on ensuring that the ASUS logo is placed on all advertisements when if these advertisements/media are not produced by the Marketing Commission.

But maybe why student recognition of ASUS is lacking is because the Society does not have one large tangible thing that students can point to and say, "That is ASUS." Students can walk by the Integrated Learning Center (ILC), the Tea Room, or Clark Pub, for example, and physically point to these dwellings, knowing that they are associated with the Engineering Society. The Commerce Society is characterized by its culture of conferences; it has over ten successful conferences that its students can participate and find ownership in. ASUS, however, does not have any large-scale service or tangible dwelling, other the ASUS Core (which does not particularly make the Society visible in

⁴ Abrey, K. The Red Proposal 7

THE BLACK REPORT

its current state). From looking at the identities created by other Faculty Societies and the relevancy that these identities have brought to its constituents, we feel that it is paramount that a large-scale service – or equivalent in its tangibility to students – be a priority as the Society’s long-term goal.

Internal Identity

Equally as important is ASUS’s internal identity. Though we are all elected individually, we should have a united interest and present a united front. Appearing dysfunctional or disjointed in front of other bodies only harms any stance or argument that we so chose to take. This is of particular importance at bodies such as AMS Assembly, and why utilizing ASUS rep caucus as a medium to hash out our collective opinion is of great importance.

ASUS has continued to struggle with issues of its identity, which is derived from its strength and weakness being its large size and capacity. We must continue to develop a common identity with common goals for the benefit of all students. We as students are united through the ties that ASUS creates; it is these ties that we must continue to strengthen and develop.

REFERENCES

Abrey, Kyle. The Red Proposal: A report on the Issues Facing ASUS with Long-Term Proposed Solutions. February, 2007.

THE BLACK REPORT

Appendix A

A.M.S. PERMANENT STAFF JOB DESCRIPTION

POSITION: GENERAL MANAGER
GRADE: LEVEL 9
INCUMBENT: CLAUDE SHERREN
REV DATE: 19 March 1996

JOB SUMMARY

What is the main purpose of your job? (How does it contribute to the organization?)

Nature and Scope

- Manages the administrative section of the Society, co-ordinates and oversees the financial planning and execution of the Corporate/Society Plan, providing mentoring, advice and assistance support to commissioners, officers and managers in conjunction with the Executive.
- Reports directly to the AMS executive and is accountable to the AMS Board of Directors. The General Manager is under the primary guidance and direction of the AMS executive, and with additional guidance and direction from the AMS Board of Directors.
- Manages the business affairs of the AMS and all associated activities, in a manner consistent with the principles and policies under which the student government operates and the budgetary requirements of the period and the year in question.
- To ensure that the President, VP Operations, VP University Affairs and Board are kept informed and provided with suitable recommendations in the areas of administration, finance, operations, personnel, policy, philosophy and short-, medium-, and long-term planning.

General Accountability

- Reporting to the Vice-President (Operations) for daily operations and as required to the Executive and the Board of Directors, the incumbent is responsible for the timely management and co-ordination of administrative and financial services for the Society and the Corporation.
- Supervision of the policy, evaluation and work environment for all permanent staff.
- Responsible for the accounting for all services, commissions, office functions, and such other activities as the Corporation or the Society undertakes from time-to-time.
- Responsible for comprehensive transition activities, information and training for the incoming AMS executive and Board.
- Required to set financial and operational targets and review those targets with Board and the Executive.
- Responsible to ensure that all books and records as required by the Corporation and its services are kept as required by the bylaws or by any applicable statute of law.
- The General Manager shall be an employee of the Corporation.
- The General Manager is an authorized signing officer for the Corporation.

DUTIES & RESPONSIBILITIES

What are your jobs main duties and responsibilities? (In the order of importance, list your jobs five main duties and responsibilities.)

Personnel Management

- Maintain job descriptions for all permanent staff and discuss any possible changes with executive/Board.
- Meet with permanent staff at least once a year to review performance and establish goals (with input from with the AMS executive).
- Assist the Board of Directors Human Resource Committee in determining adequate remuneration and benefits.
- Prepare training and orientation sessions for all permanent staff (as required) and service managers (at least once a year).

THE BLACK REPORT

- Serve as a member of the hiring committee to select service directors, officers and service managers/co-ordinators

Supervision

Received Under the general direction of the VP (Operations) and the Executive, the incumbent is expected to work independently and provide the above with policy and business alternatives from which to base their decision making. Can bring grievances to the Board of Directors.

Exercised The incumbent is responsible for the work of an office staff of five permanent employees and numerous part-time employees. Direct supervision of the Controller and the Administrative Assistant.

Financial Management

- Regular reporting on operations and budget issues to the Board and executive.
- Research and draft a long-term financial plan; in addition, revise/administer the long-term financial plan, and, set and meet scheduled goals and objectives as directed by the plan and/or the Board.
- Develop action plans for new/improved services and operations in conjunction with Board and the executive.
- Create ongoing market research initiatives in order to gauge the needs of the student market and alter our services to best serve student interests while achieving a high level of operational efficiency.
- Review/monitor the AMS investment portfolio and report strategy and returns to the Board. Research and report on alternative investment strategies geared to maximizing investment potential over the long/short term in compliance with AMS investment policy.
- Analyse the source and uses of funds to ensure AMS priorities are achieved.
- Post wage expenses to the GL.

Budgeting

- Supervise and assist in the preparation of budgets for all cost centres.
- Advise VP Operations in the development and compilation of an overall AMS Assembly budget.
- Review actual operating results on a monthly basis and discuss variances with service managers, Management committee and VP Operations.
- Assist VP Operations in reviewing commission and assembly budgets.
- Required to set financial and operational targets and review those targets with Board and the executive

Health & Dental Plans

- In conjunction with VP operations, co-ordinate negotiations with the insurance company(s).
- Meet regularly with health & dental plan consultants/brokers to review claims and identify and halt any abuses to plan.

General

- In conjunction with VP operations, advise Commissioners and Directors on budget goals and disbursement.
- Maintain a record of all Student Activity/Interest Fees. Annually inform financial services and the Registrar of changes in the fee schedule. Receive Student Interest Fees from Queen's and distribute them appropriately.
- Manage the AMS computer system and be the Departmental Communications Representative. Initiate repairs and modifications to software and hardware as required and co-ordinate telephone services. Recommend to Board upgrades and new purchases as circumstances require.
- In collaboration with the Internal Affairs commissioner and the VP operations, annually review the opt-out procedure. Assist the Internal Affairs Commissioner in operating the opt-outs. Ensure that the opt-out data is received by Financial Services in a format that can be imported into their system.
- Advise executive, managers and Board on all legal and insurance matters relevant to the AMS
- Develop and maintain constructive relationships with University Officials.
- To serve as a non-voting member of the AMS Board of Directors and on the Board's Human Resources, Management and Strategic Planning Committees.

THE BLACK REPORT

- Responsible for comprehensive transition activities, information and training for the incoming AMS executive and Board.
- Liaise with various Queen's University Departments, agencies, management and staff to co-ordinate AMS activities.
- Maintains records, receives and distributes appropriately monies from the of the AMS/Student Activities Donation account.
- In collaboration with the VP operations, develop risk management policies and review and adjust the general insurance coverage accordingly.
- Co-ordinate Campus Advantage and other external business relationship activities, initiatives and programmes.
- To serve as a voting member of the JDUC Council and the Queen's Journal Board.
- Liaise with JDUC and Queen's Physical Plant services to ensure AMS space housekeeping, maintenance and projects & services are initiated and completed satisfactorily.
- Liaise and assist in negotiation of contractual arrangements with outside service and equipment suppliers.
- The GM may, from time to time, be assigned duties other than those listed above.

Working Conditions

- Basement office in JDUC without air conditioning.
- Regular office conditions.
- Peak periods in fall and spring mean constant interruption, noise, etc.
- Required to work off-hours.

BACKGROUND

What type of background (formal training and experience) does a person need to perform the duties of your job? How does one get this background?

- MBA or B Comm and equivalent experience.
- Several years of experience in related field.
- Experience in corporate strategic planning.

SPECIAL SKILLS

Describe any special skills or talents required for your job (such as language, computer, human relations, technical or analytical skills.)

- Excellent interpersonal skills; ability to develop a quick rapport with student leaders and to communicate effectively and tactfully.
- Excellent oral and written communication skills.
- Ability to understand and oversee computer network system.
- Negotiation and conflict resolution skills.
- Ability to work with little direction.
- Supervisory skills to promote a positive working environment.
- Possess Strategic planning skills.
- Ability to work productively in a consultative environment.
- Ability to do quantitative and qualitative analysis.

DECISION MAKING

Provide examples of the types of decisions you regularly make on the job (e.g. directing inquiries, determining content of documents, allocating work and resources).

- Provide information and advice on a diverse topical range in an unbiased and apolitical fashion in a complex and fluctuating environment.
- Co-ordinate the work of the office to respond to the peaks and valleys of the academic year while maintaining the day-to-day necessities required by the business side of the Corporation.

THE BLACK REPORT

- Maintain the fine line between influencing a decision maker and providing the necessary perspective over the long term.
- Respond to the many conflicting deadlines while managing the business on a priority basis.
- Adapting to the yearly turnover of senior management and adjusting to differing styles of management/expectations.

THE BLACK REPORT

Appendix B: Engineering Society General Manager Job Description



ENGINEERING SOCIETY OF QUEEN'S UNIVERSITY

Clark Hall, Queen's University Kingston, Ontario K7L 3N6
Tel: (613) 533-6008 Fax: (613) 533-6678
<http://engsoc.queensu.ca>

GENERAL MANAGER JOB POSTING

Established in 1896, the Engineering Society of Queen's University is one of the oldest student governments in Canada. Offering a host of services and activities for its members, the Society is now looking to hire a General Manager (GM) to further aid in the development of the Society's programs.

POSITION: General Manager

SALARY: \$45 000 - \$50 000, varying with education and experience

CONDITIONS: Position to commence September 1, 2008 (negotiable). Position is subject to formal review in 2010-2011 year for consideration of renewal/revision/elimination effective September 1, 2011.

GENERAL SUMMARY:

Envisaged as a long-term position, the General Manager will provide direction, continuity, and professionalism to new and existing retail and food and beverage operations. Additionally, the GM will be responsible for training and advising the EngSoc Executive and service managers. Under the direction of the Executive, the GM will augment the existing structure and support of the Society's operations, including services such as Clark Hall Pub, Tea Room, and Science Quest. This individual will oversee the Society's operations, and help grow them into sustainable services while encouraging responsible governance.

REPORTING STRUCTURE:

The Engineering Society (EngSoc) is a student government, membership-based association, operating as a not-for-profit body. As an employee of the Engineering Society, the General Manager will be accountable to the EngSoc Executive, reporting to the Vice-President (Operations) and President. The GM will liaise and collaborate with other student affairs professionals on campus, and for all issues related to the Liquor License Act, the GM will also report to the University's license holder.

BENEFITS:

The successful applicant will be working in a fast-paced environment with highly motivated leaders numbering among Canada's top students, located at one of the most prestigious

THE BLACK REPORT

universities in the country.

Additional benefits associated with this position include:

- Working in the City of Kingston, in close proximity to Montreal, Toronto, and Ottawa
- Extensive vacation time
- A flexible schedule and periods of reduced workload during the summer months and school holidays
- A dynamic work environment in one of the newest and most innovative buildings on campus

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Build and maintain institutional memory for the Society. This is a duty that is inherently satisfied as the General Manager gains experience and works for the Society
- Provide mentorship and advice to EngSoc Executive and Service Managers in all aspects of the Society's daily and long-term operations
- Participate in annual hiring and training of Directors and service managers, and facilitate the professional development of all annual food and beverage services management and staff in a manner consistent with good human resources practices
- Monitor financial practices and monthly reporting of service head managers
- Provide guidance and advice concerning capital investments
- Ensure tasks are carried out on schedule and in compliance with all legal regulations
- Ensure compliance of all operations with the Ontario Liquor License Act, and all regulations through the Ministry of Agriculture and Food and Ministry of Health

EDUCATION AND EXPERIENCE:

- A university degree or a college diploma in an applicable field
- A minimum of three years of management experience in the hospitality industry, with a reputable skill set in food and beverage operations.
- University/ College or private members organization/club hospitality experience will be considered an asset.
- Excellent interpersonal skills – Demonstrated ability to develop and maintain effective working relationships with all staff levels within the Engineering Society and business partners.
- Excellent oral and written communication skills.
- Persuasive advocate – have capacity to build consensus within student-led food and beverage operations
- Highly organized and flexible – capable of meeting multiple deadlines and projects.
- Demonstrated ability to manage change and sustain performance in a team driven management structure.
- Demonstrated ability to create and maintain financial control of working capital and operational budgets.
- Excellent ability with financial spreadsheets, word processing, and presentation programs such as Microsoft Excel, Word, PowerPoint

THE BLACK REPORT

- Thorough knowledge of the Liquor License Act, and all regulations with regards to food handling and food safety
- Teaching, coaching and/or mentoring experience is an asset

CONTACT INFORMATION:

Jordan Black
President
E-mail: president@engsoc.queensu.ca
Phone: 613-533-6008
Website: <http://engsoc.queensu.ca>

Queen's Engineering Society
Clark Hall, Queen's University
Kingston, ON
K7L 3N6

APPLICATION DETAILS: To be considered for this position, please submit a resume and cover letter by 5:30pm on July 14, 2008. Applications without cover letters will not be considered.

The Engineering Society of Queen's University is committed to employment equity and invites applications from all qualified individuals. Applications may be submitted electronically or by mail, and will be treated in the strictest confidence. However, only those individuals selected for interview will be contacted.

Thank you for your interest in the Engineering Society of Queen's University.

THE BLACK REPORT

Appendix C

A.S.U.S. Permanent Staff Job Description

Position: General Manager

Grade: Level ?

Incumbent: ---

Rev Date: ---

Position Summary

Employees of the Arts and Science Undergraduate Society (“ASUS”) work in a challenging and diverse environment. Employees should be able to adapt to the changing nature of a student environment. The ASUS is committed to encouraging the development of new skills and attributes in its employees. This position is responsible for the day-to-day operations of the ASUS, overseeing the financial operations of the Society, and providing mentorship and advice to the ASUS Executive and council including, but not limited to, the Society’s operations and long-term planning.

Primary Duties and Responsibilities

The incumbent performs office administration duties including; correspondence, word processing, document formatting, and administering special procedures with the Society such as accepting election nominations, installing new software, and facilitating new staff transition.

Act as a resource and contact person for the Society, answer queries or direct these queries to the appropriate individuals. Tasks include compiling, processing and distributing information, including data entry and database management. Provide access to data and disseminate information as required. Ensuring information is accurate and current.

Perform clerical and accounting duties. Monitor all Society accounts and assist in the preparation and monitoring of budgets. Administer and monitor accounts, reconcile statements. Administer contracts, prepare invoices, and coordinate payments. Coordinate financial processes, assist in processing financial transactions, resource allocation and maintain accurate records. Analyze financial data and assist in preparing reports. These duties may vary from year to year.

Provide consultation, or advisory support. Recommend revisions to Society policy and planning. Participate in the implementation of revisions to Society policy and planning and in administrative planning and development of procedures and policy. Assist in short-term and long-term planning and implementation. Participation on Council and committees as necessary and desired.

THE BLACK REPORT

Liaise with other staff/volunteers within the Society and the flow of information between them.

General Accountability

The Arts and Science Undergraduate Society is a student government, membership-based association, operating as a not-for-profit body. The General Manger will be accountable to the ASUS Council, reporting directly to the President and Vice-President. Responsible for the timely management and co-ordination of administrative and financial service for the Society. The General Manager shall be a full-time employee of the Society and an authorized signing authority for the Society.

Required Background, Knowledge, Abilities and Qualifications

- A university degree or college diploma in an applicable field.
- Demonstrated enthusiasm for strong leadership and decision making.
- Experience working with multiple stakeholders, decision makers, and user groups, and managing competing priorities in a highly integrative and collaborative fashion.
- Excellent interpersonal and communication skills, both verbal and written.
- Analytical, interpretive, and problem solving skills, to help resolve daily and long-term Society wide systemic problems and to maximize efficiency. Ability to examine a number of alternative possibilities and arrive at the best solution.
- Ability to thrive in and promote a team environment
- Extensive knowledge of booking and accounting practices. Ability to perform advanced financial duties is required. Ability to analyze financial data and generate financial statements and reports.
- Resourcefulness and creativity. Ability to visualize the complete process and function of each unit within a system.
- Organizational and time-management skills.
- Motivational skills.
- Office administration skills, including advanced computer skills, especially word processing, spreadsheets, database and networking applications.
- Knowledge of university structure, procedures and administrative and financials systems will be considered an asset.
- Consideration will be given to an equivalent combination of education and experience.

THE BLACK REPORT

Decision Making

Examples of the types of decisions regularly made on the job:

Make daily operation decisions and resolve administrative problems within guidelines. Answer queries and distribute information material. Refer more complex issues or problems to the Executive and Council.

Based on information and direction of the Executive and Council, interpret policy and analyze procedures and recommend changes or amendments as required.