

CHAPTER 11: PERSONNEL POLICIES

11.1 GENERAL MANAGER (GM):

The GM shall directly supervise the Administrative Staff Members and regularly report personnel concerns to the Coordinating Committee. The GM shall train, supervise, and evaluate all administrative employees and the GM shall serve official notice to any permanent administrative employee that the GM decides to hire.

11.2 PLANNING AND OBJECTIVES (30/92)

(Note: See Coordinating Committee Policy for updated planning time frames.)

11.2.1 ANNUAL PLANNING RETREAT: The board and staff shall participate in a planning retreat in early Fall to:

- A. Review and evaluate planning and implementation (for the year ending August)
- B. Review and analyze organizational and operational problems
- C. Develop goals and strategies to address these problems

11.2.2 STAFF PLANNING AND OBJECTIVES: Subsequent to the fall planning retreat, staff shall develop action plans and objectives for implementing the goals and strategies identified by the board and committees for the next year. They shall be given to the Coordinating Committee and other relevant committees.

- A. **REPORTING:** The General Manager shall prepare a report at the end of each term for the Board of Directors on staff progress towards goals.

11.3 REVIEWS:

In addition to the ongoing analysis of operations by staff, and the Coordinating Committee, the following reviews will be done.

(Note: See Coordinating Committee Policy for updated planning time frames.)

11.3.1 STAFF ORGANIZATIONAL REVIEW: An annual review shall be prepared by staff in late summer. This review shall include:

- A. A review of activities and programs in relation to the goals of the organization
- B. A review of how staff activity relates to goals, programs and activities
- C. A statistical review of all systems, based on Key Performance indicators
- D. An examination of systems, including job descriptions, work environment, etc.

11.3.2 REVIEW FOR NEWLY HIRED EMPLOYEES: For a newly hired administrative employee (except for the GM), the review procedure provides for a systematic observation by the GM of the employee's adjustment to the job in consultation with the Coordinating Committee. The review will delineate expectations and evaluate the employee's ability to meet these expectations. It will also provide an opportunity for the employee and the General Manager to

review and improve various aspects of the position. The review will take place within the probationary period. (12/00)

11.4 GENERAL:

11.4.1 THE UNIFORM WORKING CONDITIONS CONTRACT (UWCC): The ICC staff operates under a Uniform Working Conditions Contract between the ICC and its employees dated March 21, 1973, and all subsequent approved amendments. (see attached other info section)

11.4.2 STAFF SALARIES:

11.4.2.1 The General Manager will submit an itemized budget for staff every year as part of the report on staffing outlined in sec 11.5.11 below. The GM should justify any increases in this budget. The Board of Directors may take issue with the overall size of the staff budget, the salary of the General Manager or the duties and necessity of any staff position, but it is not the Board's role to determine individual staff salaries. This is the prerogative of the GM. (49/92)

11.4.2.2 The General Manager will have discretion over the distribution of bonus money, after consulting with the Finance Committee to see if funds can be spared. The Coordination Committee will have discretion to spend money up to 1% of the GM's salary, out of contingency funds, for bonuses to the GM.

11.4.3 SPONSORED TRIPS: Any ICC member or staff person whose attendance at a conference is sponsored in whole or in part by ICC funds must submit either a written or oral report to the Board of Directors, after attending. (13/00)

11.5 DEPARTMENTS:

Employees of the ICC shall be divided into three departments: Administrative, House Operations and Special Projects.

11.5.1 ADMINISTRATIVE DEPARTMENT: The Administrative Department shall include the General Manager and other full-time and part-time staff hired for administration, maintenance and other corporate functions. This department administers the daily business of the ICC, under policies established by the Board. (41/92)

11.5.1.1 Once a year the GM shall submit to the Coordinating Committee a staffing plan of permanent full and part time staffing positions that s/he feels are necessary for the efficient administration of ICC affairs. This plan will include a job description and salary range for each staff position. Once the GM and Coordinating Committee have reached agreement on a staffing plan it will be given to the Finance Committee to review. The Finance Committee will examine the plan with regard to its impact on the ICC budget, and give a recommendation to the Board of Directors as to its financial merit. The BOD must approve the staffing plan, making any adjustments it feels necessary, at least one Board Meeting before a complete budget proposal is presented to the

BOD. Note: discussions on staffing as related to the goals and plans of the ICC should begin at the annual Fall Planning Retreat. (49/92)

11.5.1.2 Administrative employees shall attend any ICC committee meetings that fall into their province of activity and as specified in their job description. (49/92)

11.5.1.3 All permanent staff shall attend at least three Board Meetings per year: once in each of the fall and winter contract periods and once in either of the spring or summer periods. At these times staff shall give reports on their activities and take questions from the BOD. (This can take place within the context of committee reports). (49/92)

11.5.1.4 All temporary staff, work-study employees and intern positions shall be created by the GM in consultation with the appropriate committee. Permanent staff shall have input into the hiring of any temporary staff who will be working within their sphere of activity (i.e. working under them). The BOD shall review these positions within the context of its annual budget approval duties (temporary staffing should also be considered at the annual Fall Planning Retreat, as an adjunct to permanent staffing, as noted in 11.5.11 above). (49/92)

11.5.2 HOUSE OPERATIONS: Houses may hire staff at their discretion for work within the house provided that: (40/91)

- A. The house hiring the staff member shall be billed for all related costs, including but not restricted to salary, health insurance and other benefits, payroll taxes, etc.
- B. The contract may be negotiated by the house but shall be with the ICC and shall be reviewed by the GM for legality before signing by him/her for the corporation
- C. The staff hired for the House Operations Department shall not be covered by the provisions of the Uniform Working Conditions Contract of the Administrative Department, and
- D. Staff shall be evaluated by the house; the house may fire the employee only with the concurrence of the General Manager, who shall review the action for legal ramifications.

11.5.3 SPECIAL PROJECTS: The Board may authorize committees or the Administrative staff to hire people to carry out special projects and activities. Such employees shall be supervised directly by the Board or by the staff member who hired them. In the absence of any specific provisions to the contrary, these employees shall work under the supervision of the General Manager and their salaries shall be paid from the administrative department.

11.5.4 ACCOUNTABILITY: A part time person employed by two or more departments concurrently, is independently accountable to each department. Each department may hire, fire, and set wages independently.

11.5.5 RESPONSIBILITY FOR OFFICER TRAINING: It is important that committee members and old house officers be involved in the semi-annual training for house officers. However, successful officer training can be necessary

for staff to achieve their objectives. Therefore, committees responsible for house officer training should work closely with staff to insure adequate training.

11.6 GENERAL MANAGER EVALUATION PROCEDURES (99/03)

11.6.1 GENERAL:

- A.** The purpose of the GM evaluation is twofold:
 - 1.** To determine the progress being made by the ICC on its goals and objectives, and how that progress can be improved. The value of the GM's work can be seen by how well the ICC is succeeding as an organization.
 - 2.** To evaluate the performance of the GM in order to give feedback that will assist her/him in doing the best possible job for the ICC.
- B.** Many factors must be taken into account to conduct a useful evaluation:
 - 1.** Long and short term organizational goals;
 - 2.** Internal and external factors affecting GM's ability to do her/his job;
 - 3.** The GM's skills, knowledge, commitment, strengths, and areas needing improvement;
 - 4.** The GM's success in fulfilling her/his job description;
 - 5.** The work of the staff as a whole; and
 - 6.** The board, committees' and members' part in the ICC's success.

An evaluation must be conducted respectfully, fairly and constructively. It is used as a means to inform the GM of his/her perceived performance and to problem-solve system deficiencies. It is also a formal avenue to give the GM information about job expectations performance, and to strengthen communication between the GM and members.

11.6.2 FORMAL EVALUATION PROCEDURES

11.6.2.1 The ICC President with the Coordinating Committee is responsible for the evaluation process. Prior to beginning the evaluation process, the President shall arrange for training for the Coordinating Committee in conducting evaluations, so they will have the skills necessary to conduct a good evaluation.

11.6.2.2 The formal evaluation process of the GM shall take place annually during winter term. The ICC President shall announce the start of the information gathering process at a Board of Directors meeting.

11.6.2.3 Evaluations of the GM shall be solicited from the following persons:

- A.** General Manager
- B.** Members of Staff
- C.** Coordinating Committee members
- D.** All voting members of Board of Directors
- E.** Interested members at large.

11.6.2.4 A written evaluation form shall be prepared by the Coordinating Committee with input from the GM. If conflicts arise, a knowledgeable

person outside the ICC shall be consulted. All persons evaluating the GM shall use this form.

A. Coco shall be responsible for an educational presentation to the Board prior to the distribution of the GM evaluation form.

11.6.2.5 Completed evaluation forms shall be used by Coco as information to prepare a written evaluation report, which will summarize the results of the evaluation and include any recommendations for change. The goal of the report is to commend positive performance and create motivation for improvements. (Specific ratings or statements from evaluation forms should be included only if they further this goal.)

11.6.2.6 The completed evaluation report shall be given to the GM during an evaluation meeting with the ICC President and one or more other Coordinating Committee members. The purpose of the meeting is both to convey information and to strengthen the working relationship between the GM and ICC members and governing bodies.

11.6.2.7 The GM shall have one week to respond to the evaluation report. Coco may choose to amend the report based on the GM's feedback.

11.6.2.8 Coco will submit its evaluation report to the Board of Directors at the meeting following its completion. The Board may accept the report by an 85% vote of voting board members. If the Board does not accept the report, it will return to the Coordinating Committee for revision prior to returning for Board acceptance, and outside assistance from someone with experience in personnel matters should be considered.

11.6.2.9 All supporting documents pertaining to the evaluation shall be treated as confidential and available only to the GM, members of the Coordinating Committee and to the Board of Directors upon request.

11.6.3 FORMAL EVALUATION FOLLOW-UP PROCEDURES

11.6.3.1 After the formal evaluation described in 11.52 is completed, the GM and Coordinating Committee shall discuss the evaluation process and recommend changes or improvements for the next Coco. Coco may also make changes in the GM's job description at this time.

11.6.3.2 To facilitate continuous improvement and good working relationships, the ICC President and GM will meet regularly (at least monthly) to discuss progress toward ICC goals and areas needing attention and/or improvement.

11.7 HIRING (Administrative Department) (27/99)

11.7.1 HIRING THE GENERAL MANAGER: When the ICC receives notice that the General Manager intends to resign, or when the position becomes available, the Coordination Committee will call a meeting and ask all concerned staff and Board members to discuss changes to be made in the job description and to suggest criteria to be used in selecting a new employee. Following this meeting, a hiring committee will be set up by the Board. This committee should have representation of

the staff, the Coordinating Committee and Board members. The committee will be responsible for setting up a timeline for hiring and advertising the position in appropriate places. The committee will screen the resumes and select (if possible) at least five candidates for interview. The hiring committee will also determine a process for interviewing the candidates. It is recommended that the top two or three candidates be interviewed by both the staff and the Board, separately. The input of the staff and the Board should then be presented to the hiring committee and will be factored into the hiring committee's recommendation to the Board as to who should be hired. The hiring committee may present more than one candidate. The final decision will be solely the responsibility and prerogative of the Board of Directors.

11.7.2 HIRING OTHER EMPLOYEES: When the General Manager receives notice that an employee intends to resign, or when the position becomes available, the General Manager will call a meeting with the appropriate staff and at least three Board members and/or other concerned members to discuss changes to be made in the job description and to suggest criteria to be used in selecting a new employee. From this group, a hiring committee will be formed. The General Manager will be responsible for setting up a timeline for hiring and for advertising the position in appropriate places. The hiring committee will screen the resumes and select (if possible) at least five candidates to interview. The hiring committee will meet before the interviewing process begins, in order to discuss priorities in hiring, desired qualifications, and format for the interviews. The committee will interview the candidates and the hiring committee will make a recommendation to the General Manager as to who should be hired. The final decision will be solely the responsibility and prerogative of the General Manager.

11.8 TERMINATION (Administrative Department)

11.8.1 ADMINISTRATIVE STAFF: The GM supervises the administrative staff. Poor job performance shall be reported to GM by any concerned individual. The GM shall report poor performance to the Coordinating Committee as specified in 11.1. The GM will work with the employee to make improvements. If the employee does not make satisfactory improvement after a reasonable interval, the GM will consult with the Coordinating Committee and terminate employment giving proper notice (see UWCC).

11.8.2 GENERAL MANAGER: The Coordinating Committee shall monitor the work of the GM as specified in SR 11.1, receiving complaints and suggestions for improvement. Unsatisfactory performance over time shall result in a recommendation from the Coordinating Committee to the Board for termination of the GM.

11.9 OFFICE LABOR CONTRIBUTION: (9/8/86)(31/01-02)

11.9.1 STATUS AS EMPLOYEES: Members assigned to office labor are not employees of the ICC but rather they are members fulfilling their house work commitment through service at the ICC level.

- 11.9.2 OFFICE LABOR APPOINTMENTS:** Administrative staff shall administer office labor, but ultimate control rests with the Coordinating Committee, who may change any aspect of the program. All positions must be openly advertised and any member may apply.
- 11.9.3 OFFICE LABOR ASSESSMENT:** The ICC houses shall be assessed labor credit time for ICC work at the rate of 1 hour per week for every 3 rooming members in the house during the Fall/Winter term, and 1 hour per week for every 4 rooming members in the house during the Spring/Summer term, rounding to the nearest hour. In keeping with the spirit of proposal 17-90 which established the Committee Tithe, the General Manager should make every reasonable effort to ensure that the appointment of house labor to the various decision making positions be done in a manner so that as many houses as possible are represented in these positions. (Rule approved 8/11/85) (Amended 50/90) (see also 17/90) (57/96) (36/03)
- 11.9.4 OFFICE LABOR FOR COMMITTEE MEMBERS:** Coordinating Committee members shall count for 4 hours/week of office labor towards their house. Other committee members may count for up to 4 hours/week of office labor towards their house, as determined by the Coordinating Committee. This shall not apply to house Board representatives.
- 11.9.5 REPORTING ON HOUSE LABOR (19/01-02)(01/2009-2010):** Office labor will be administered by the following procedure:
- 11.9.5.1** All communication regarding office labor will be sent to the following house officers:
- A. President(s)
 - B. Work Manager
 - C. Treasurer
 - D. Interim Managers
- 11.9.5.2** Two weeks before the semester begins, and the first week of the semester, a list will be sent (email or ICC mail) of
- A. hours required from each house;
 - B. positions open for office labor;
 - C. date(s) for required front desk training.
- 11.9.5.3** Hours required from each house are based on the number of signed contracts, and may change through a semester as members come or leave:
- A. The office may send out a new schedule from time to time
 - B. A house may contact the office about a change in required hours.
- 11.9.5.4** Houses will let the office know (email or phone) who is assigned to office labor.
- 11.9.5.5** Members assigned to office labor will contact the office (email, phone or stop by) to arrange their job and hours before or during the first week of the semester.

- 11.9.5.6** Office labor worker will begin work no later than the 2nd week of the semester. Fines will be assigned for missed work beginning that week.
- A.** Fines are per SR 11.9.6.
 - B.** Fines will be added to house charges by the Director of Financial Services, and will be figured into assessments/rebates at closing time.
 - C.** Houses, if they choose, may pass fines on to specific members who have missed work. The fine assessments to members have to be submitted within 2 weeks of the end of the calendar month in which the member missed work. The amount of fines assessed to a member cannot exceed the value of their shares held by the ICC.
 - D.** If a fine cannot be recovered from a member at the end of the contract period, the fine is assessed to the house and will be figured into assessments/rebates at closing time.

- 11.9.5.7** Office labor workers are responsible for reporting the hours they have worked to the GM. This can be done in several ways:
- A.** Front desk staff report on chart in front desk area.
 - B.** A book of time sheets sits behind the front desk and can be used to report hours worked.
 - C.** Specific workers may have time sheets in other places.
 - D.** Member working on committees or special projects may phone or email their hours to the GM.
 - E.** Hours that are not reported will be considered not worked.

11.9.5.8 A weekly report will be sent to house officers stating how many hours were worked and/or missed by their office labor members.

11.9.5.9 Missed hours may be made up by arrangement with the appropriate person (i.e., Director of Member Services for front desk labor, chairs for committee work, etc.). Fines will be reduced when made-up hours are reported.

11.9.6 FINES: Houses of ICC members receiving house work credit for either office labor or committee meetings, not including house presidents, may be fined \$15.00 per hour for failure to complete assigned work or attend committee meetings. Houses may be fined this same amount for any hours which are due to the ICC but are not assigned. The General Manager shall be responsible for levying any such fines and the fines may be appealed to the Coordinating Committee. Houses may only appeal to the Board after losing at the Coordinating Committee level. Staff shall hire supplementary assistance as necessary to replace house labor hours not performed, and fines shall be levied as liquidated damages and put in an office labor fund. (18/01-02)

11.9.7 ICC Members receiving house labor are expected to participate fully and competently. Supervisors or committee chairs may remove the member at any time by notifying the GM and the house work manager. Committee members

may appeal to the Coordinating Committee. If this happens, the house will be responsible for finding another suitable replacement.