

General Manager Policy

Waterloo Co-operative Residence Incorporated

As approved by the Board of Directors and incorporating all changes through **January 7th, 2012.**¹

¹ This document may have incorrect references to other documentation.

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Revision History

Date	Revisionist	Summary of Changes
2011 July 17	Herman Leung	Formatting change, updated Appendix A & B
2011 October 1	Herman Leung	Updated Appendix B - Monitoring Timelines
2012 January 7	Herman Leung	Updated Appendix B - Monitoring Timelines, clarification of timelines in Article 3 and 5, and minor grammatical changes throughout

External Cross-References

Section(s)	Policy/Section Referenced	Referencing Policy	Section(s)
	Ends Policies		
	Executive Limitations Policy		

Article 1: Introduction

Item 1.1: This policy sets roles and responsibilities that the General Manager of the Waterloo Co-operative Residence Incorporated (the co-op) must obey and follow.

Item 1.2: This policy also describes the methods developed by the board to ensure the hiring of a high quality General Manager, and the subsequent evaluation procedures to retain and develop excellence in the position. The Co-operative Corporations Act of Ontario (CCA) and the bylaws of the co-op detail various requirements that apply to such events, and this policy in no way supersedes any of those requirements.

Article 2: Roles and Responsibilities

Item 2.1: All board authority delegated to staff is delegated through the General Manager, so that all authority and accountability of staff is considered to be the authority and accountability of the General Manager.

Item 2.2: The General Manager shall achieve certain results, for certain recipients, at a certain cost as established through the ends policies. The General Manager may exercise in practices, methods, conduct, and other “means” except as described in the executive limitations policy.

Item 2.3: As long as the General Manager uses any reasonable interpretation of the board’s ends and executive limitations policies, the General Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

Article 3: Monitoring Performance

Item 3.1: As the board’s single official link to the operations of the co-op, the General Manager’s performance will be considered to be synonymous with organizational performance as a total. Any evaluation of the General Manager’s performance, formal or informal, may be derived only from these monitoring data.

Item 3.2: The purpose of monitoring is simply to determine the degree to which the board policies are being fulfilled.

Item 3.3: A given policy may be monitored in one of two ways (see Appendix A and B):

- Internal reports (disclosure of compliance information to the board from the General Manager); and
- External reports (discovery of compliance information by an external party).

Item 3.4: Regular monitoring of each ends and each executive limitations policy will occur through internal reports submitted at the regular monthly board meetings and board retreats.

Item 3.5: Regular annual monitoring of each ends policies and each executive limitations policy will occur through an operational audit report prepared by a reputable external party submitted at least 14 days prior to the board’s annual September board meeting.

Item 3.6: Compliance with policy shall always be judged in accordance with the policy in force during the period of time under consideration.

Article 4: Hiring

Section 4.1: Human Resources Consultant

Item 4.1.1: The board will engage in services of a human resources consultant, if the position of General Manager is or will become vacant. The consultant will coordinate the hiring process with the board.

Section 4.2: Recommended Minimum Requirements

Item 4.2.1: To be considered for the position, an applicant should have a post-secondary degree in business or a related area, and at least five (5) years of management experience covering all functional areas including finance and accounting, marketing, operations, and human resources. Experience in property management and experience with the co-operative movement should be considered an asset. Applicants should be computer literate, with strong communication and interpersonal skills.

Article 5: Remuneration

Item 5.1: The remuneration will be set by the board as recommended by the HR Committee immediately after the February budget meeting before the approval of the next fiscal budget and at such other times as the board deems appropriate.

Article 6: General Manager Benefits

Item 6.1: The General Manager shall be eligible to receive all benefits offered to WCRI employees unless otherwise stated in this policy.

Section 6.2: Hours of Work

Item 6.2.1: A typical work week for the General Manager is not less than 40 hours. The following items are an exception:

- Vacation
- Statutory Holidays
- Illness
- Bereavement
- Jury Duty
- Other events as necessary

Item 6.2.2: The General Manager has flexible work hours.

Item 6.2.3: The General Manager is available for evening and weekend work which includes, but is not limited to:

- WCRI General Meetings;
- Official WCRI board business where the General Manager is required (i.e. board meetings, retreats, and working group meetings at which the General Manager is required).

Item 6.2.4: WCRI provides the General Manager with a cell phone for business related calls.

Item 6.2.5: During a typical work week, the General Manager is on-call for emergencies.

Item 6.2.6: The General Manager spends at least 16 hours in the office during regular business hours during a typical work week.

Section 6.3: Overtime

Item 6.3.1: The General Manager will not receive salary and/or lieu time compensation for overtime except as specified in this section.

Item 6.3.2: The General Manager will be required to track all weekend work performed and will receive weekdays off in lieu as a result of working on the weekend. Each three hours worked on a weekend performing official WCRI board business where the General Manager is required will result in receiving one hour off during the week.

- Weekend hours will be tracked by the General Manager and submitted to the HR Committee as part of the General Manager's monthly monitoring report to the board.
- Any weekend hours must be used within one year of the date of the weekend worked or they will expire.
- Under no circumstances, will the time off in lieu be eligible for monetary compensation.

Item 6.3.3: The board awards the General Manager time off in lieu at a rate of three hours worked to one hour given in lieu if:

- the General Manager has submitted a request to the HR Committee for time off in lieu and;
- his or her total hours worked averages 50 hours or more for any consecutive 16 week period (approximately one WCRI term) not inclusive of weekend official board business and retreats.

Item 6.3.4: Time off in lieu must be used within one year from the date of the request.

Section 6.4: Vacation

Item 6.4.1: The General Manager shall be eligible for the following vacation entitlement:

Current Year of Service	Vacation Allowance (annual)
1-3	120 hours (15 days)
3-10	160 hours (20 days)
10 and thereafter	200 hours (25 days)

Item 6.4.2: Vacation accrues at a rate specified by the schedule below and is accrued at 11:59:59 PM on the 15th of each eligible month for which the General Manager can accrue vacation.

Current Year of Service	Vacation Accrual
1-3	1.25 days per month
3-10	1.67 days per month
10 and thereafter	2.08 days per month

Item 6.4.3: Vacation can be taken before it is earned. The General Manager can use up to the current yearly amount of vacation time prior to accruing it with the acknowledgement that if he or she were to leave the organization his or her final pay would be deducted accordingly.

Item 6.4.4: The General Manager is allowed to carry a maximum of 80 hours (10 days) to the next calendar year.

Item 6.4.5: All vacation must be communicated to the HR Committee.

Item 6.4.6: For vacation planned over 40 hours in length, the General Manager must inform the HR Committee two weeks in advance of the vacation.

Item 6.4.7: The General Manager may take three consecutive weeks or more of vacation at one time only with prior approval from the HR Committee.

Article 7: General Manager Salary Review

Section 7.1: Timing

Item 7.1.1: The HR Committee will conduct the salary review annually.

Item 7.1.2: Unless the board decides otherwise, the annual salary review process for the General Manager starts in November and must be completed by the regular January board meeting in time for the new annual budget.

Item 7.1.3: The period under consideration for the salary review shall run from January to December of the current year.

Item 7.1.4: Unless otherwise stated, all salary increases, if any, shall take effect on the following May 1st, concurrently with the start of the new annual budget.

Section 7.2: Responsibility

Item 7.2.1: The HR Committee shall be responsible for conducting the salary review and making a salary recommendation to the board at the January regular board meeting.

Item 7.2.2: The board is responsible for approving any salary changes.

Section 7.3: Conducting the Salary Review

Item 7.3.1: The salary is to remain competitive and fair according to local labour markets.

Item 7.3.2: The HR Committee considers the following questions in their assessment of the General Manager's salary:

- Has the job changed considerably during the period under review?
- Where is the General Manager currently on the current salary scale?
- Has the cost of living changed considerably since the last salary increase?

Item 7.3.3: The HR Committee provides the board with a report answering, at a minimum, the questions above as well as drafting a salary recommendation.

Item 7.3.4: Within two weeks after the salary review and salary recommendation approved by the board, at least 2 members of the HR Committee meet with the General Manager to discuss and provide documented results of the salary review and a general explanation for the board's decision.

Article 8: General Manager Performance Review

Item 8.1: The performance review will consist of an operational review, a 360 review, and a review of performance and development objectives for the preceding year.

Item 8.2: The HR Committee is responsible for conducting and/or coordinating the performance review process. The HR Committee will gather all data from the operational, 360, and performance and development objectives reviews and create a report for the board summarizing the results.

Item 8.3: The review process should be started each June and be concluded each August for the preceding year from September to present.

Section 8.2: Operational and 360 Review

Item 8.2.1: The operational and 360 Review should be conducted by an external Human Resource Consultant in June and completed by the end of June of each year.

Item 8.2.2: The process will consist of three distinct components:

- Operational review; and
- 360 degree feedback surveys from the board directors, direct staff reports, any close professional advisers, and a self-review by the General Manager.

Item 8.2.3: The Human Resource Consultant should prepare a report to be reviewed with the HR Committee and General Manager. The report should include areas of strength and development.

Item 8.2.4: Areas for development illuminated by the operational and 360 review should be included as development objectives during the objectives setting for proceeding year.

Section 8.3: Performance and Development Objective Review

Item 8.3.1: The HR Committee will be responsible for conducting the performance and development objective review.

Item 8.3.2: It is the General Manager's responsibility to provide evidence for the successful completion of and work toward of each performance and development objective to the HR Committee by July 15th of each year.

Item 8.3.3: The performance objective review will consist of reviewing performance and development objectives and awarding a grade to each based on the evidence collected throughout the year (means) and outcome (ends).

Item 8.3.4: The HR Committee will evaluate the performance objectives and the evidence submitted by the General Manager and create a grade recommendation for each.

Item 8.3.5: The HR Committee will present the recommendation to the board for approval at the August regular Meeting.

Item 8.3.6: After the performance review and performance bonus approval by the board, at least 2 members of the HR Committee meet with the General Manager to discuss and provide documented results of the performance review.

Section 8.4: Performance and Development Objective Setting

Item 8.4.1: After the performance review, the HR Committee and General Manager will create a list of performance objectives and development objectives for approval by the board before the Annual General Meeting.

Item 8.4.2: This performance and development objective plan:

- Should be drafted by the HR Committee in consultation with the General Manager and the board.
- Should be mutually agreed to by the General Manager and the board.
- Should be congruent with the organization's overall strategic plan.

Item 8.4.3: The plan includes the following:

- Key performance objectives for the upcoming year.
- Professional development objectives for the upcoming year, including those developed in response to the Performance Review.
- Expectations around the General Manager's external roles and responsibilities (External Board and Committee memberships).

Item 8.4.4: Each objective should follow the S.M.A.R.T. approach to goal setting (Specific, Measurable, Achievable, Realistic, Timely) and include the following:

- A clear outcome or result (specific, measurable).
- The ability for the General Manager to influence a successful outcome (achievable).
- A description of how each objective aligns with WCRI's strategic goals (relevance).
- A clear timeframe (timely).
- A weighting for the objective (out of 10 in intervals of 0.5).

Item 8.4.5: The HR Committee meets with the General Manager once each term to evaluate the progress of the performance and development objectives.

Article 9: General Manager Bonus

Item 9.1: The General Manager shall be eligible to receive an annual bonus based on the annual Performance Review to be awarded before the Annual General Meeting of each year.

Item 9.2: The maximum bonus entitlement shall be 12% of the previous fiscal year base salary.

Item 9.3: The HR Committee shall be responsible for recommending a bonus amount based on the Performance Review to the board for approval.

Section 9.2: Bonus Structure

Item 9.2.1: The Bonus plan shall consist of three specific components which taken together make up 100% of the 12% available for the bonus:

- A 90% objectives-based component.
- A 5% operational component.
- A 5% 360 Review component.

Appendix A

External Monitoring of the Executive Limitations Policy		
4.1.2	Annual	August/September for previous fiscal year (audited financial statements)
5.1.2	Annual	August/September for previous fiscal year (audited financial statements)
5.1.4.1	Annual	August/September for previous fiscal year (audited financial statements)
5.1.4.2	Annual	August/September for previous fiscal year (audited financial statements)
5.1.4.3	Annual	August/September for previous fiscal year (audited financial statements)
5.1.4.4	Annual	August/September for previous fiscal year (audited financial statements) and management letter from the auditors
5.1.5	Annual	August/September for previous fiscal year (audited financial statements)

Appendix B

Internal Monitoring of Executive Limitations Policy

Annual – January 21st report

4.3

4.4

4.5

Annual – March 21st report with budget

3.2

3.3

4.1.1 – and as required

4.1.2

4.2.1

5.1.2

5.1.4

5.1.4.1

5.1.4.2

5.1.4.3

5.1.4.4

5.1.6

5.2.1

5.2.2

6.1.3

Annual – May 21st report

4.1

Annual – July 21st report

2.1

2.2

3.1

6.1

7.1

7.1.1

Annual – October 21st report after AGM

5.1.5

Monthly – 21st of the month for the month previous

5.1.3

5.3.1

Termly – 21st of the first month for the term previous (September, January, May)

4.2

5.3.2

7.2

7.3

Termly – 21st of the second month for the term previous (October, February, June)

5.1.1

Special – as required

4.1.1

6.1.1

6.1.2

Internal Monitoring of Ends Policies

Annual – Fall Reflection Retreat (report due two weeks in advance of the board retreat)

3.2.1

3.3.1

3.4.1

4.2.3

Annual – Spring Monitoring and Planning Retreat (report due two weeks in advance of the board retreat)

2.1.1

2.2.1

2.2.2

3.1.2

3.1.3

3.2.2

4.1.1

4.1.2

4.1.3

4.2.1

4.2.2

4.3.1

4.3.2

4.4.1

Termly – 21st of the first month for the term previous (September, January, May)

3.1.1