

Waterloo Co-operative Residence Incorporated

General Manager Policy

As approved by the Board of Directors,
and incorporating all changes through:

30 August 2009

**Note: This document may have incorrect references to other
documentation.**

*(Note that, in this policy, the masculine shall include the
feminine and the singular shall include the plural)*

Article 1: Introduction

Section 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.

Section 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 (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

Section 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.

Section 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.

Section 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

Section 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 general manager performance, formal or informal, may be derived only from these monitoring data.

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

Section 3.3: A given policy may be monitored in one of two ways:

Item 3.3.1: Internal report (disclosure of compliance information to the board from the general manager)

Item 3.3.2: External report (discovery of compliance information by an external party)

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

Section 3.5: Regular annual monitoring of each ends and each executive limitations policy will occur through a operational audit report prepared by a reputable external party submitted at least 14 days prior to the board's annual monitoring retreat.

Item 3.5.1: 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 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 cooperative movement should be considered an asset. Applicants should be computer literate, with strong communication and interpersonal skills.

Article 5: Remuneration

Section 5.1: The remuneration will be set by the board immediately after the annual monitoring retreat and at such other times as the board deems appropriate.

Appendix A

External Monitoring Executive Limitations Policy

4.1	External	Annual	August/September for previous fiscal year (audited financial statements and inventory of assets)
5.1.3	External	Annual	August/September for previous fiscal year (audited financial statements)
5.1.6.1	External	Annual	August/September for previous fiscal year (audited financial statements)
5.1.6.2	External	Annual	August/September for previous fiscal year (audited financial statements)
5.1.6.3	External	Annual	August/September for previous fiscal year (audited financial statements)
5.1.7	External	Annual	As required
6.2	External	Bi-annual	December; update by HR consultant (last update occurred in 2006)

End Policies

3.4.2	External	Tri-annual	3 weeks before annual linkage retreat
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Appendix B

Internal Monitoring Executive Limitations Policy

Monthly – 21st of the month for the month previous

5.1.4

5.2.3

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

Article 7

Special Termly – December, April, August

5.1.1

Annual with Budget – March 21st report

5.1.2

5.1.3

5.1.5 – and as required

5.1.6.1

5.1.6.2

5.1.6.3

5.1.8

5.2.1

5.2.2

6.2

Annual – February 21st report

4.3

4.4

4.5

Annual – July 21st report

2.1

2.2

3.1

3.2

4.1

4.2

4.2.1

4.2.2

5.1.7

6.1

Ends Policies

Annual – Fall – Linkage

2.1

3.1.2

3.1.2.1

3.2.2

3.3.1

3.3.2

4.1.1

4.2.1

4.2.2

5.2

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

3.1.1

3.2.2

Annual with the budget – March 21st Report

3.4.1

5.1