

Waterloo Co-operative Residence Incorporated

Committee Oversight Policy

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

19 November 2005

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

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Revision History

Date	Revisionist	Summary of Changes
12 June 1999	WCRI	Policy Change
16 December 2001	Russ Wong	Template Update
16 December 2001	Dave Garrard	Policy Change: Parts 2, 3, 4, 5
08 June 2002	Russ Wong	Policy Change: 'fag' replaced with 'COW' or 'co-operative work credit'
15 June 2003	Michael Le Blanc	Policy Change: new formation of policy adopted from Policy and Procedures committee
20 March 2004	David Haigh	Policy Change: added procedures, added member initiatives
12 December 2004	Bernie Boileau	Policy Change: striking bodies defined, introduction of IDCC, SAC, and added evaluation process and rewards dinner
12 February 2005	Jeffrey Jenkins	Policy Change: COW credit for committee members
19 November 2005	Board	Policy Change: added templates for evaluations, strike references to appendix C, delete appendix C.

External Cross-references

Section(s)	Policy/Section Referenced	Referencing Policy	Section(s)

Pre-Amble

A policy respecting the formation and conduct of committees in the Co-op, for the purposes of enhancing the effectiveness of the Board of Directors and of providing the Membership with additional opportunities to participate in the governance and operations of the Co-op.

Interpretation

1. In this Policy,

“committee” means a group of Co-op members and staff tasked, under section 2, by the Board of Directors with a specific project of finite duration;

“charter” means a document approved, under section 6, by any striking body describing the mandate, authority, life-span and regulations of one committee;

“committee member” means a Co-op member duly appointed to a committee in accordance with section 15;

“renewal” means extending the life-span of a committee beyond the stated duration in the original committee charter;

“staff committee member” means a Co-op staff member duly appointed to a committee in accordance with section 19;

“striking” means a process of meeting all requirements for charters and subsequently approving the charter for implementation in the coming term;

“striking body” means a body designated in section 5 and represents the only groups responsible for establishing committees for the organization.

Part 1: Committee Charter

2. (1) A committee is considered to have been struck only when one of the striking bodies listed in section 5 approves a charter for the committee.

(2) At minimum the committee charter shall specify all of,

- a) the full name of the committee;
- b) the chair selected for the committee;
- c) the mandate of the committee that includes specific task related items required to accomplish the primary goal of the committee;
- d) the number of committee members;
- e) the intended role of staff committee members and the extent of their involvement;
- f) the definition of any restricted information to be made available to the committee;
- g) a non-exclusive list of additional resources at the disposal of the committee;
- h) any reporting criteria required by the striking body;
- i) any additional regulations pertaining to the committee;
- j) the life-span of the committee; and
- k) the criteria for evaluation excluding all evaluation criteria stated in Part 2.

(3) The full name of a committee shall include the name of the term in which the committee will run.

3. (1) The charter for a committee may specify a budget for the committee containing at least,
 - a) expected expenses;
 - b) expected revenue, if any; and
 - c) a maximum spending limit.
- (2) If the charter for a committee specifies a budget for the committee, funds are to be released by the Co-op for the use of the committee only following approval of minutes documenting a successful committee motion to authorize the expenditure.
- (3) For committees that are not struck by the board of directors, budgets must be reviewed and approved by the board of directors or the executive committee prior to striking the committee.
- (4) Only the board of directors or the executive committee may authorize committee spending in excess of the maximum spending limit specified by a committee charter.
4. (1) A committee shall be considered dissolved when the life-span of the committee expires.
- (2) A charter may specify a mechanism for renewal of the charter prior to the expiry of the life-span of the committee.
- (3) Renewal of the charter must be ratified by any striking body listed in section 5.
- (4) If the charter of a committee does not specify a mechanism for renewal of the charter, any striking body may renew the charter at any point before the expiry of the committee's life-span, but all charter requirements must be met for the charter to be renewed.
- (5) Renewal can be performed by any striking body regardless of whether it is the original striking body.
- (6) If the charter is renewed under subsection (4), all committee members will automatically be re-selected following the expiry of the original committee life-span.

Part 2: Committee Striking and Evaluation

5. The three forms of striking and evaluating bodies are,
 - a) the board of directors or strategic advisory committee,
 - b) the interdivisional committee council (IDCC), and
 - c) the interdivisional co-operative work manager or the division managers.
6. Each of the striking bodies will be responsible for constructing or approving charters according to Part 1.
7. All striking bodies are bound to administer all aspects of committees struck by them for the approved life-span stated in their charters.
8. For committees currently carrying out their mandates, the original striking body will be responsible for evaluating each committee using,
 - a) both mid-term and final committee self-evaluation;
 - b) success towards mandate and all other stipulations in the committee charter; and
 - c) completion of committee notes and submitted in timely manner.
9. (1) During the second month of the term, the committee shall perform a mid-term self-evaluation in accordance with this section and Appendix B.
- (2) The mid-term self-evaluation shall cover,
 - a) progress toward charter goals,

- b) prompt and regular reporting to the striking body at minimum and to the board of directors, division councils, and other stakeholders, as required by their charters; and
- c) other evaluation criteria as described in the committee's charter.

(3) The mid-term self-evaluation shall be presented to the original striking body by the end of the second month of the term.

(4) The original striking body shall review all mid-term self-evaluations and shall provide constructive feedback to the committee as appropriate.

10. (1) During the third month of the term, the committee shall perform a final self-evaluation.

(2) The final self-evaluation shall cover,

- a) completion of charter;
- b) prompt and regular reporting to the striking body at minimum and to the board of directors, division councils, and other stakeholders, as required by their charters; and
- c) other evaluation criteria as described in the committee's charter.

(3) The final self-evaluation shall be presented to the original striking body by the end of the third month.

(4) The original striking body shall review all final self-evaluations and determine whether the committee should receive full credit for its work.

(5) If the committee does not receive full credit, the striking body shall determine the amount of credit the committee shall receive.

(6) The result of this evaluation shall be delivered to the division manager of each member of the committee.

11. (1) Committees that receive full credit for the term may attend a special dinner, called the All Committees Gala, paid for by the Co-op, at a date set by the board of directors or the executive committee or the IDCC.

(2) Qualifying committees may make a presentation of their work accomplished during the term at the dinner.

(3) A vote shall be conducted among the attending committees to determine which committee shall be given the Outstanding Committee Award.

(4) Ballots must be constructed such that voters may not vote for their own committee.

Part 3: Committee Membership

12. (1) Chairs designated in the committee charter will remain chair for the duration of the committee.

(2) In the event that the position of chair of a committee is vacated, a new chair shall be appointed by the original striking body.

13. (1) The chair of a committee may be replaced, for reasonable cause, by the striking body, provided that:

- a) notice of the replacement, including the reasons for it, is delivered to the chair no less than seven days before the meeting at which the decision is made; and
- b) the chair or a representative chosen by the chair is permitted to make a presentation in his defence at the meeting at which the decision is made, prior to the decision being made.

14. (1) Chairs shall be granted credit equivalent to full divisional COW duties for each term the chair facilitates the committee meetings.

(2) If the chair resigns or is replaced, any credit for COW duties granted under subsection (1) shall be revoked, or prorated retroactively to the date of the last committee meeting which the chair attended.

15. (1) Chairs of all committees will be required to attend all division general meetings to solicit participation from each division on their committee.

(2) Specifications may be made in the committee charter for the initial committee members to be appointed by the board of directors or the Executive Committee.

(3) If the striking body is not the board of directors then the board may reject the charter on the grounds of a specification made under subsection (2), and in such case the committee shall dissolve immediately.

(4) At least two weeks prior to an initial appointment of committee members under subsection (2), notice of the appointments and a request for written expressions of interest shall be posted prominently about the Co-op.

16. (1) If a committee chair does not feel that a committee member has contributed sufficiently to deserve the same amount of credit as the rest of the committee, he may inform that member's division manager.

(2) The division manager may fine the member additional hours to be subtracted from the credit awarded as a result of the committee's final evaluation.

17. (1) A committee member may be considered to have been expelled from a committee if the member, having received proper notice, misses a meeting of the committee and is not granted leave by a motion of the committee.

(2) Subsection (1) notwithstanding, a committee member shall not be considered to have been expelled if a motion to grant leave to the member is voted upon by the committee no later than the next scheduled meeting of the committee.

(3) Any expelled member may appeal the decision to the board of directors or the executive committee.

18. (1) Committee members residing at the Co-op shall be granted credit for equivalent to one hour per week of COW credit for each committee they sit on during a term.

(2) If a committee member resigns or is expelled from a committee, credit for COW duties granted under subsection (1) shall be revoked, or prorated retroactively to the date of the last committee meeting which the member attended or for which the member was granted leave for not attending.

19. (1) The specific roles or responsibilities requested of staff for individual committees must be predetermined by either the striking body or the chair or the advisor and presented to the general manager prior to commencement of staff involvement.

(2) All staff involvement shall be ratified by the board of directors or the executive committee.

(3) In the event where a committee requires the resources of staff and this was not anticipated in the charter then requests will be reviewed by the general manager and if deemed significant ratified by the board of directors or the executive committee.

Part 4: Activities of Committees

20. (1) A committee meeting may only be called by the committee chair or by the committee advisor.

(2) 48 hour prior notice of the time and place of a meeting shall be considered proper notice if it is posted prominently about the Co-op or if it is delivered to the room, office or apartment of a committee member.

21. Unless otherwise specified in the committee charter, quorum for a committee meeting shall be no less than two thirds of the voting members of the committee.

22. Only voting members of the committee have voting rights.

23. (1) Striking bodies will be responsible to maintain documentation of all activities for committees struck by their committee.

(2) It is the responsibility of the chair to ensure that notes are recorded, approved by the committee and submitted to the original striking body.

(3) Notes are mandatory for all meetings with the intent to capture the key elements of discussion by the committee.

(4) Notes will be reviewed and approved by the committee in the meeting following the recording and prior to submission to striking body.

(5) Notes for closed sessions are to be submitted to the Corporate Secretary to be filed with the corporate record.

24. When the committee is mandated to complete a proposal, the committee shall report on their progress to the body stated in their charter a minimum of twice for single term committees and otherwise at times determined in their charter.

25. For all active striking bodies, a monthly report to the board of directors is required for the purposes of,

- a) establishing that the body is active; and
- b) reviewing the content of all committees overseen by the body.

Part 5: Strategic Advisory Committee

26. (1) From time to time the board of directors shall designate the members of the strategic advisory committee.

(2) The number of members on this committee shall be determined based on the resources available but must always have a minimum of two (2) participants.

(3) In certain circumstance the board may feel it is appropriate to appoint non-director members to this committee, and in this event there must be a minimum of one (1) director on the committee.

27. The primary task for this striking body is to align committee activities to the organization's short and long term strategy initiatives.

28. All committees struck by the SAC will be titled as "committee of the board of directors."

29. In the event that the position of chair of a committee is not occupied by a director, the board of directors or executive committee may appoint an advisor to the committee, who shall attend all meetings of the committee to advise on strategy.

Part 6: Interdivisional Committee Council

30. (1) Members of IDCC will comprise eight (8) people, including an IDCC chairperson and one (1) division representative from each of the seven (7) divisions.

(2) The division representative will be elected by their respective divisions during the division general meeting.

31. (1) The chair for IDCC is responsible to select a new chair when vacating their position.

(2) If the chair for IDCC is unable to attend a meeting, then an acting chair may be designated.

(3) Where the IDCC chair selects a new chair, the decision must be ratified by the council and following this a final ratification by the board of directors or the executive committee.

(4) In the event where the chair for IDCC is vacated and a replacement has not been named then the board of directors or executive committee shall select a replacement.

Part 7: Training

32. (1) The mandatory chair orientation shall include, at a minimum:

- a) a review of this policy and its requirements on a committee chair;
- b) a review of facilitation practices;
- c) a review of project management basics; and
- d) a review of communication requirements for committee chairs.

(2) The chair orientation shall occur before Division General Meetings.

Part 8: Procedures

33. The activities of all committees will cycle through the following chronological events:

- a) following a general meeting of the membership, the board names participants to the strategic advisory committee;
- b) chairs for the upcoming term are trained by a board designate or the member services liaison;
- c) the division general meetings select the members for IDCC;
- d) current chairs of all committees attend the division general meetings and select their individual representatives;
- e) in the first week following the division general meetings the IDCC chair convenes the council, reviews the committees functioning this term and sets dates for future meetings and Call to Chairs meeting
- f) current committees struck by the SAC begin meeting according to their individual charters throughout the term;
- g) current committees struck by IDCC meet within first two weeks following the division general meetings;
- h) IDCC reviews tabled charters, list of candidates for chairs and develops a strategy for member input on future committees,
- i) throughout the term any monthly meetings of the board of directors will review reports from committees bound by their charters to do so;
- j) current committees struck by IDCC and SAC conduct mid-term self-evaluation and the chair submits it to the respective bodies;
- k) IDCC and SAC review mid-term evaluations and conduct any action that may be required by this policy;
- l) SAC determines resources available and establishes list of potential charters for coming term;
- m) IDCC reviews recent member input and develops an initial list of charters to be pursued;
- n) Call to Chairs meeting is conducted by all striking bodies to match proposed committees to candidates for chairs.
- o) IDCC reviews potential charters and matches to available chairs, and where several candidates express interest, individual interviews are conducted and a candidate is selected;
- p) SAC matches chairs to charters and presents charters for approval to the board of directors;
- q) current committees struck by IDCC and SAC conduct final self-evaluation and the chairs submit them to their respective bodies;
- r) IDCC conducts final evaluation of current committees and reports to the board of directors,
- s) all completed charters of upcoming committees are compiled and supplied to the member services liaison for inclusion in the term's sign-in package;
- t) all striking bodies required to do so provide list of members invited to the All Committees Gala to the member services liaison
- u) the All Committees Gala and selection of the Outstanding Committee Award; and

- v) certain committees will present as required by their charter reports at the general meeting of the membership.

Appendix A: Sample Charter

Redevelopment Committee Charter

October 18th, 2003

Prepared by the Redevelopment Committee

Preamble

In September 2004, the Board of Directors decided to delay construction at 139 University Avenue, unit January 1st, 2005. As such, the current mandate of the Redevelopment Committee has become irrelevant.

At the most recent Redevelopment Committee meeting, held subsequent to the Special General Meeting, the Committee met to prepare this proposal for the future of the committee.

Committee Composition

The committee would be composed of seven voting members (a combination of members and no more than 3 staff) and a non-voting chair. Quorum for the meeting would be 4 (reduced from 5).

Committee Selection

The current members will have the right to maintain their position on the committee. Should positions become available, the remaining members of the committee will ratify new members. If the resignation of a member would dissolve the committee (drop the committee below quorum) than that member would serve until a replacement is found.

Committee Duration

The committee would run from October 1st, 2003 through August 30th, 2004.

Committee Chair

Michael Le Blanc will continue as the committee chair for the duration of the charter.

Restricted Information

The committee shall have access to all documentation pertinent to redevelopment.

Charter Modification

Should a revision to this charter be required, it shall be brought to the Board of Directors for approval.

Mandate

The committee will be tasked with the following mandate:

- a) Investigate the social impact of Barrier Free accommodations;
- b) Investigate the possible political impact of the inequality of the proposed floor populations;
- c) Analyze the logistics of providing Barrier Free accommodations without altering the rest of the Co-op (e.g. Main Office, Weavers' Arms, Maintenance Office);
- d) Study the long-term viability of a Room Only Division;
- e) Investigate interim capital project needs for 139 University;
- f) Investigate solutions to the problem of too many double rooms in A buildings;
- g) Create allotment procedure for the Division to be closed for construction;
- h) Investigate a phased redevelopment of 280 Phillip Street;
- i) Preparation and presentation at the Winter General Meeting on the progress of the committee;
- j) Report (written or oral) regularly to the Board of Directors;

- k) Create the charter for a committee to run from May – December 2004 to complete final preparations for the redevelopment of 139 University Avenue; and
- l) Act as the primary point of consideration should funding become available for new construction at either 139 University Avenue or 280 Phillip Street.

In addition to the above, it is proposed that at the January Board Meeting the mandate of the Committee be reviewed and adjusted if deemed necessary.

Appendix B: Mid-Term Committee Self-Evaluation

Committee Name:

Term: ____ 200_ to ____ 200_

1. a) On a scale of 1 (low) to 5 (high), how is the committee progressing toward the charter goals so far?

b) Comment on what has been accomplished so far and what has yet to be accomplished.

2. So far, has the committee been making prompt and regular reports to the striking body (at minimum) and to any other body (e.g. the board of directors, division council, etc. if required to do so by the charter)? Comment on frequency of the reports. Has the committee been submitting meeting minutes to the striking body?

3. Are other evaluation criteria mentioned in the committee's charter being upheld? Mention these criteria and how you've met them.

Thank you for your time. Please return this completed form to the original striking body by the end of the second month of the term. Constructive feedback will be provided as appropriate.

Appendix C: Final Committee Self-Evaluation

Committee Name:

Term: ____ 200_ to ____ 200_

1. Did the committee make a full completion of its charter this term? Mention any outstanding items.

2. Did the committee make prompt and regular reports to the striking body (at minimum) and to any other body (e.g. the board of directors, division council, etc. if required to do so by the charter)? Comment on frequency of the reports. Did the committee submit meeting minutes to the striking body?

3. Are other evaluation criteria mentioned in the committee's charter being upheld? Mention these criteria and how you've met them.

Thank you for your time. Please return this completed form to the original striking body by the end of the third month of the term. All final self-evaluations will be evaluated by the original striking body to determine whether the committee should receive full credit for its work.