

Waterloo Co-operative Residence Incorporated

## **Division Managers' Policy**

As approved by the General Manager,  
and incorporating all changes through:

**19 June 2008**

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



## Table of Contents

---

<b>Part 1: Introduction .....</b>	<b>1</b>
<b>Part 2: Job Description.....</b>	<b>1</b>
<b>Part 3: Contract.....</b>	<b>1</b>
<b>Part 4: Selection, Ratification and Removal.....</b>	<b>1</b>
4.1 DM Hiring .....	1
4.2 Division Council Chair Running for DM .....	2
4.3 Removal of DM .....	3
<b>Part 5: Remuneration and Benefits .....</b>	<b>3</b>
<b>Part 6: Interim Division Managers .....</b>	<b>4</b>
<b>Part 7: Evaluation .....</b>	<b>4</b>
7.1 Division Member Evaluations.....	4
7.2 Management Team Evaluations.....	5
7.3 Division Council Evaluation .....	5
7.4 Member Education Coordinator Evaluation .....	5
<b>Appendix A: Application for Position of Division Manager .....</b>	<b>6</b>
<b>Appendix B: Job Description: Division Manager.....</b>	<b>7</b>
<b>Appendix C: Division Manager's Contract .....</b>	<b>9</b>
<b>Appendix D: Remuneration .....</b>	<b>10</b>
<b>Appendix E: Basic Interview Questions .....</b>	<b>11</b>
<b>Appendix F: Job Description: Interim Division Manager.....</b>	<b>12</b>

---

## Revision History

---

Date	Revisionist	Summary of Changes
29 August 2001	Russ Wong	Policy Change
16 December 2001	Russ Wong	Template Update
19 January 2002	Russ Wong	Policy Change
08 June 2002	Russ Wong	Policy Change: 'fag' replaced with 'COW' or 'co-operative work credit'
13 July 2002	Mike Demko	Policy Change
16 August 2003	John Connolly	Policy Change: DM
01 May 2004	Petr Bakus	Appendix Update
10 April 2007	Laura Reidel	References to Board of Directors modified to reflect General Manager's jurisdiction over this policy. All references to kitchens and cooks removed.
19 June 2008	Melissa Wessel	Changes to Member Services Liaison references to reflect current Member Education Coordinator position.  Job description updated to remove COW and address new pi system. Changes effective for Fall 2008.

## External Cross-references

---

Section(s)	Policy/Section Referenced	Referencing Policy	Section(s)
4, C.c, C.d	Security and Access (3.2)	Inter-divisional Council	3.5
5.b, C.f	Admissions		
5.f	Board of Directors		

## Part 1: Introduction

---

Waterloo Co-operative Residence Inc. (WCRI) comprises seven physical/political divisions, each of which shall be managed by a member who is also a semester part-time employee of the Co-op, called the "Division Manager." This policy outlines the nature of the job, the selection process, the evaluation process, remuneration, benefits, and other miscellaneous issues.

## Part 2: Job Description

---

Division Managers shall be responsible for fulfilling the contents of the official job description (see Appendix "B" - Job Description: Division Manager). The job description is set by the General Manager and all changes must be approved by the General Manager.

Division Councils may add to the job description to a reasonable extent (as may be interpreted by the General Manager or delegate), but they may not remove responsibilities from the description.

## Part 3: Contract

---

All Division Managers are required to sign and abide by a contract (see Appendix "C" - Division Manager's Contract). Failure to fulfil the terms of the contract may result in removal from the position by the Inter-divisional Council (IDC) or General Manager.

## Part 4: Selection, Ratification and Removal

---

### 4.1 DM Hiring

All application deadlines and interview and ratification schedules shall be set and advertised in accordance with the *Inter-divisional Council Policy* §3.2.

All applicants for the position of Division Manager must complete an application form (see Appendix A – "Application for the Position of Division Manager"), and submit the form and a résumé to the respective Division Council Chairperson by the advertised deadline. No applications will be accepted after the advertised deadline.

The candidate's résumé is to be kept confidential and only members present at the candidate's interview should be allowed to review it. A copy of the résumé must be available for reading at the interview.

Platforms must be posted openly in the respective division by each candidate, at least five (5) days prior to the interview. The posting should include the time, date and location of the interview, as well as the name and phone number of the Division Council Chairperson to enable members to express their concerns regarding applicants confidentially.

Candidates may be interviewed by some or all of the following: (a) The Division Council, (b) Interested members of the division, (c) A current or past and impartial Division Manager from another division, (d) A Director. As a general rule, the order of precedence is a Division Manager from the same type of living accommodation, another Division Manager, and in extreme circumstances a Director.

All parties present at the interview may ask any relevant questions to satisfy themselves that the candidate is suitable for the position. Division Councils may use the basic interview questions (see Appendix "D" - Basic Interview Questions) while interviewing prospective Division Managers and use additional questions as desired.

Members may express comments or concerns directly to their Division Council after the interviews take place, but before the Division Council makes its decision.

The Division Council shall then, in a closed session consisting of the Council and advising Division Manager or Director, decide whether to recommend one of the candidates interviewed. The decision may be arrived at by consensus or, if necessary, by vote of the Division Council representatives. In the event of a tied vote, the Division Council Chairperson will vote to break the tie. In order to recommend a candidate, the Division Council must open the session and pass, by majority, a motion to that end. Division Council may not recommend Co-division Managers unless the two parties involved have presented themselves as Co-division Managers prior to the interview process. The Division Council will not have the right to dictate who should be selected to be part of the Division Manager's management team except under the conditions stated in the *Security and Access Policy*. No more than two individuals can present themselves to become partners in sharing the responsibilities of the position of Division Manager.

Once a Division Council has chosen a Division Manager, the Division Council Chairperson must present the successful candidate to the Inter-divisional Council (IDC) for ratification. Division Managers cannot be ratified for two terms at the ratification meeting. The ratification of the candidate for any second term will be carried out by the IDC in the first (1<sup>st</sup>) term of the Division Manager's position.

The General Manager or delegate may be present at the IDC ratification session at their option.

During the ratification process, the IDC may ask the candidate any relevant questions to satisfy themselves that the candidate is suitable for the job. The meeting shall then be closed to everyone except the IDC, the General Manager or delegate and, the recording secretary if applicable. The General Manager or delegate must present for consideration by the IDC any evaluations of the candidate from previous terms if he has formerly been a Division Manager or a committee chairperson. Upon opening the meeting, the IDC may, by a motion, ratify the candidate for the position of Division Manager.

In the event that a Division Council fails to recommend a candidate or that the IDC refuses to ratify the recommended candidate, further interviews shall be scheduled in accordance with the *Inter-divisional Council Policy* §3.2. This subsequent interview process shall also be bound by this policy.

If a Division Manager must be chosen at such a time that the IDC is not in session, the General Manager or delegate may select and/or ratify a Division Manager, as necessary.

The duration of employment for any Division Manager shall not exceed four (4) months. Division Managers who wish to do the job again must apply and be considered with all other candidates. All applicants will be subject to normal admission requirements. Application for the position of Division Manager does not guarantee admission into that or any other division.

Division Managers must reside in the division that they are managing, unless otherwise excepted by the General Manager or delegate. Candidates applying for DM in divisions they will not be living in must request exemptions prior to their interviews. The onus shall be upon the candidate to acquire an exception. The body who approves the exception shall inform the relevant DC Chair.

## **4.2 Division Council Chair Running for DM**

The Division Council Chair may declare candidacy for DM or Co-DM of his division once another member has declared candidacy. Should all of the candidates renounce their candidacy before the selection, the DC Chair must renounce his candidacy. In this event, DC shall set a new deadline and the application process will be repeated.

Should there be no members other than the DC Chair wishing to be candidates for DM, the DC Chair may ask for permission from IDC to run for DM. The IDC Chair shall meet with the DC representatives to determine if the DC Chair had taken the adequate steps to recruit other candidates. Upon presentation of these findings, IDC will vote on the DC Chair's eligibility to run. A vote of two-thirds (2/3) majority is required to carry the motion.

The IDC Chair or another DC Chair appointed by IDC shall conduct the selection interviews for divisions whose current DC Chair is a candidate.

### 4.3 Removal of DM

If a DC feels that its DM is not correctly performing his duties or is otherwise behaving unsuitably, it may request mediation of the dispute by the General Manager. In the event that the DC is not satisfied with the result of mediation the DC may, with a two-thirds (2/3) majority vote, recommend to the General Manager that the DM be replaced by a candidate chosen by the DC.

The General Manager may accept or reject the recommendation, but may not choose a replacement DM other than the one recommended. Should the General Manager reject the recommendation on the grounds that the replacement is unsuitable, the DC in question may, at a later date, make another recommendation that provides for a different replacement. In the event that a DM is removed, both the incoming and outgoing DMs shall be allotted pay prorated according to the duration of their employment.

In emergency situations the General Manager may remove and replace a DM.

## Part 5: Remuneration and Benefits

---

Division Managers will receive the following compensation for their four (4) month term of employment. Unless otherwise stated, in the case of two (2) persons sharing the position of Division Manager, each co-DM will be remunerated separately.

- a) Twenty (20) "Co-op Bucks" through the participation initiative (pi.).
- b) Base pay for completion of the ongoing duties of the DM position.  
(Refer to Appendix D)  
Co-division Managers will each receive 60% of this amount.
- c) Because a high degree of importance is attached to the timely completion of sign-in and sign-out duties, the following bonuses are available to be earned:
  - a. A sign-in bonus: Sign-in duties consist of completing all sign-in paperwork and submitting it on time to the Admissions office. Division Managers who complete the requirements for this bonus will receive payment of the bonus amount through the regular payroll process.
  - b. A sign-out bonus: Sign-out duties include (but are not limited to) ensuring division cleanliness and maintenance, key checks, end-of-term inventories and reports, and return of manuals. Sign-out requirements will be conveyed to Division Managers in written form before the end of the term by the General Manager or delegate. Division Managers who complete the requirements for this bonus will receive payment of the bonus following the completion of their term as as Division Manager.  
(Refer to Appendix D)
- d) A performance bonus, to be awarded according to the following guidelines:
  - a) Division Managers who wish to receive a bonus must submit a Performance Bonus Essay outlining their reasons for being considered. The Performance Bonus Essay is kept confidential to the General Manager or delegate. This ensures that the General Manager or delegate is aware of issues not discussed in the Division Manager's End-of-Term Report. Co-DMs must submit individual Performance Bonus Essays.
  - b) The bonus shall be awarded only to those Division Managers who demonstrate exemplary performance, as evidenced by the midterm and final evaluations
  - c) The amount of the bonus is either 10% or 20% of base pay, excluding vacation pay, as outlined in §5.c above.

(Refer to Appendix D)

- e) Vacation pay as per statutory requirements, on base pay and returning Division Manager Bonus, if applicable as per §5.c above (excludes all other bonuses).

Division Managers will receive their base pay in eight equal instalments, paid by the Co-op twice monthly with the first payment(s) being released after completion of all paperwork. Changes to the payment schedule are at the discretion of the General Manager.

## **Part 6: Interim Division Managers**

---

Division Managers of Residence Divisions are responsible for recruiting a short-term replacement who will function as Division Manager during the interim period, and are called "Interim Division Managers." The job description for Interim Division Managers is provided in Appendix "F". Interim Division Managers shall receive an honorarium for completion of their duties, the amount to be set from time to time by the General Manager.

A Division Manager who retains his responsibilities throughout the interim period will not receive the honorarium unless they assume interim responsibilities for one or more additional divisions, in which case a single honorarium will be paid.

## **Part 7: Evaluation**

---

The purpose of evaluation is to give feedback to the Division Manager about his performance in a clear and objective manner. Evaluations are conducted twice per term (midterm and final). The midterm evaluation is designed to review current performance, pinpoint and alleviate problems, and reinforce strengths. The final evaluation assesses overall performance.

A secondary, yet no less important goal, is to keep a written record of a Division Manager's performance in the Co-op's records. This information would be accessible to future Division Councils and IDCs for the purpose of Division Manager selection and ratification, and for any other purpose that the General Manager considers appropriate.

Evaluations consist of the following:

- a) Division Member Evaluations
- b) Management Team Evaluations
- c) Division Council Evaluation
- d) Member Education Coordinator (MEC) Evaluation

The DC Chair must review the evaluations with the Division Manager, then submit the signed Member Evaluation Summary to the MEC. The signature of the DM indicates acknowledgement of the review process. The MEC will meet with the DM to review the MEC Evaluation.

The IDC Chair and MEC will set appropriate dates for completion of the midterm and final evaluations. These dates will be announced at the first meeting of IDC. As well, the IDC Chair is responsible for explaining the evaluation procedure to DC Chairs and ensuring that they understand the process.

### **7.1 Division Member Evaluations**

Division member evaluations are distributed by Division Council Representatives to their blocks/floors. Each DC Representative is responsible for collecting, summarizing, and submitting the evaluations to the DC Chair, who summarizes the evaluations for the entire division.

In the case of Co-DMs, the evaluations should be filled out for both DMs as a team.

The DC Chair is responsible for presenting the summarized division member evaluations to the Division Manager. Once the Division Manager has signed the Member Evaluation Summary, the DC Chair must submit the completed evaluations to the Member Education Coordinator.

## **7.2 Management Team Evaluations**

Management team evaluations are distributed, collected, and summarized by the DC Chair.

The DM will provide the DC Chair with the names and phone numbers of all the management team members.

In cases where a management team member is also a member of the Division Council, the member in question should not fill out a management team evaluation.

The DC Chair is responsible for presenting the summarized management team evaluations to the Division Manager and submitting the completed evaluations to the Member Services Liaison.

## **7.3 Division Council Evaluation**

The DC Chair will distribute evaluation forms to each DC Representative, and the DC will meet in closed session to fill out the Division Council Evaluation.

The DC Chair is responsible for presenting the Division Council evaluation to the Division Manager and submitting the completed evaluations to the Member Education Coordinator.

## **7.4 Member Education Coordinator Evaluation**

The Member Education Coordinator conducts a separate evaluation of the Division Manager's performance, taking into account the results of the various member evaluations. The MEC then meets with the Division Manager to discuss performance and address any areas for improvement brought to light by the member evaluations.

## Appendix A: Application for Position of Division Manager

---

### Candidate Information *(for co-DMs please fill out a separate application but submit together)*

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
 \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

I am applying for the position of Division Manager of \_\_\_\_\_ Division, for the  
 \_\_\_\_\_ term.

**I am eligible to work off-campus in Canada**

### Qualifications

Please list basic qualifications, including positions of responsibility within and outside WCRI:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Please briefly state what motivates you to want to be Division Manager:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

You must submit a résumé with this application. Please deliver this form, your résumé and a list of references to your Division Council Chairperson or the WCRI Office prior to the advertised deadline. If you have not already done so, you must read the *Division Managers' Policy* prior to submitting this application; a copy is available from the office, or online at [www.wcri.coop](http://www.wcri.coop).

**I have read the Division Manager's Policy and hereby submit my application, résumé and list of references for consideration.**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix B: Job Description: Division Manager

---

### General Description

The Division Manager maintains the day-to-day operations of the Division, ensures that all policies and procedures set by Waterloo Co-operative Residence Inc. and the respective Division are upheld.

### Accountability

The Division Manager reports to the current Division Council of his respective division, and to the General Manager or delegate.

### Selection Criteria

- a) Has been actively involved in Co-op Activities
- b) Displays a co-operative attitude
- c) Exhibits good organisational, managerial, and inter-personal skills
- d) Experience in co-operatives, a residence environment, or other organisations having a strong voluntary component.
- e) Recommended at least 2 terms of seniority.

### Responsibilities

- a) Attend an orientation program delivered by the General Manager or delegate.
- b) Complete all paperwork associated with signing-in and signing-out periods
- c) Ensure upkeep and cleanliness of the respective division. There are no conditions where this does not hold, whether it is an inter-divisional or divisional event.
- d) Act as Social Coordinator for the division. Work with the Social Managers to ensure regular social events occur in the division throughout the term.
- e) Act as resource person for the membership
- f) Take inventory of all equipment within the division, and have responsibility for it, as provided for in divisional constitutions and policies. As well, posting of these member equipment inventories (eg. sports equipment, barbeques, VCR's, games, etc...) throughout the division, in order that the membership be able to take advantage of them.
- g) Maintain regular contact with WCRI staff such as Admissions, Accounting, Maintenance, and especially Member Education Coordinator.
- h) Write division related articles in each issue of toadlane
- i) Provide access to all secured areas, such as storage rooms, bike room, conference room, laundry room and so on according to relevant policies
- j) Attend regular meetings with all WCRI Division Managers and the General Manager or delegate.
- k) Conduct monthly division inspections with the General Manager or delegate upon request.
- l) Attend regular Division Council meetings, as well as building/block meetings and one Board of Directors' meeting per term
- m) Negotiate, settle, advise or refer in areas of conflict such as roommate conflict, member/Division Manager conflict, and inter-divisional conflict
- n) Ensure that the members are educated with respect to minimizing operating costs at the Co-op
- o) Check all fire safety equipment regularly
- p) Be aware of the division fund amounts allocated to the division.
- q) Prepare a single written report for future Division Managers, and the General Manager or delegate at the end of term

- r) Select and train an Interim Division Manager, if applicable.

### **Supervision of Personnel**

- a) Recruit, select, train, motivate, and supervise a management team, as provided by the respective division constitution
- b) Conduct regular meetings with management team and perform regular appraisals.

### **Public Relations**

- a) Provide division tours for potential members on occasion, when requested by staff.
- b) Maintain a leadership role within the division and encourage members to participate in all levels of running the Co-op.

## Appendix C: Division Manager's Contract

---

*I have read and understood my responsibilities as outlined in the Division Managers' Policy and the Division Manager's Manual. The rate of remuneration will be as described in "Schedule A" as set from time to time by the General Manager.*

In addition:

- a) *Division Managers of Residence Divisions:* I understand that my term of employment commences no fewer than three (3) days before the start of my occupancy agreement and terminates two (2) days after the final date of my occupancy agreement.

*Division Managers of Apartment Divisions:* I understand that my term of employment commences on the first day of the first month of the term and terminates on the last day of the last month of the term. I must perform at least three (3) days preparation within my division immediately preceding the commencement of my employment.

- b) I must attend the Division Manager's Workshop prior to the commencement of the term of my employment.
- c) I am aware that I will be not be permitted to be away from the division for more than 15 days during the term and that no more than five (5) such days may occur in any one (1) month. I will inform my division and the Member Education Coordinator when I plan to be away, and will leave a "responsible member" in charge during my absence. If a situation arises such that I need to be away for more time than is allowed by this contract, I will make a special request of my Division Council *and* the Member Education Coordinator.

A "responsible member" is defined as a member of a division management team who has been recognized by Division Council *and* the Member Education Coordinator as capable of carrying out the Division Manager's duties in his/her absence, and has been approved as such in advance by both parties. (See also the *Security and Access Policy*.)

I know that I may not be away from the division during signing-in or during signing-out periods. The signing-in period includes the first sign-in date and continues until the division is up and running. The sign-out period starts once exams begin and continues until the final move-out date.

- d) I accept responsibility for the security of my division, and thus give the security of the master keys (if applicable) and the key box my highest priority. If I leave the master keys and/or key box with a "responsible member" I understand that I retain full responsibility for the security of the division, as outlined in the *Security and Access Policy*.
- e) I will do my best to help each member adapt to life at the Co-op, and to be available to *all* members of my division to the best of my ability throughout the term.
- f) I will report any discrepancies that occur as per the *Admissions Policy* to the Admissions Co-ordinator immediately as they may come to my attention.
- g) I recognize that part of my job is to foster positive attitudes about the Co-op, both internally and externally. Should I experience any negative feelings or concerns regarding some aspect of the Co-op, its staff, or its members, I shall first deal with them through available channels (i.e. Division Managers, Member Education Coordinator, Division Councils, Committees, the General Manager).

I, \_\_\_\_\_, Division Manager of \_\_\_\_\_  
 Division of Waterloo Co-operative Residence for the term of \_\_\_\_\_ understand and  
 agree to abide by the conditions stated in the Division Manager's Policy.

Division Manager: \_\_\_\_\_ Date: \_\_\_\_\_

Member Education Coordinator: \_\_\_\_\_ Date: \_\_\_\_\_

General Manager (initials): \_\_\_\_\_

## Appendix D: Remuneration

---

### Base Compensation (per term)

Base Pay	\$1200 per term
Returning DM Bonus*	\$75

---

\* Returning DM refers to a DM who has held the position in a previous term.

---

### Bonus Compensation (per term)

Sign-In Bonus	\$200 or \$100**
End-of-Term Sign-out Bonus	\$125
Performance Bonus	10% or 20% of Base Pay

---

\*\*\$200 will be awarded for paperwork that is submitted to *Admissions* completed, on-time and perfect; \$100 will be awarded for paperwork that is submitted to *Admissions* completed and on-time.

---

## Appendix E: Basic Interview Questions

---

Division Councils should consider the following questions when interviewing division manager candidates.

### Basic Questions

- a) How many terms have you been a member of WCRI?
- b) What positions of responsibility have you held in the past both within and outside WCRI?
- c) How much time do you think will be involved in working as a Division Manager?
- d) What qualities are you looking for in those people who will fill the different management positions?
- e) What qualities do you possess that will aid you in being an effective Division Manager?
- f) What are your goals for the term?
- g) Will you be available for the Division Manager's Workshop scheduled for (date)?
- h) Have you read the *Policies and Procedures Book* and/or any relevant manuals?
- i) Have you spoken to past Division Managers about the job?
- j) What management positions do you feel are most important? Why?

### Personal Questions

- a) What is your opinion and/or philosophy of fines and fining?
- b) What is your view of first-time Co-op residents and their needs?
- c) Why do you want to be Division Manager?
- d) What do you think makes this division special?
- e) What specific improvements to the division and the Co-op do you have in mind and how do you plan to implement them?
- f) What would you do if someone broke a common-room TV set and you did not know who was responsible?
- g) What would you do if a member's parents complained to you that they did not want their child living in a "dump"?
- h) What are your strengths and weaknesses? How do you plan to deal with them?
- i) Suppose you have empty rooms and members/Division Council/management want you to open them, (this is against policy) what would you do?
- j) How will you handle conflicts between members and management?

### General Knowledge Questions

- a) What would you do if the boiler broke down?
- b) What would you do if you were fined by Division Council?
- c) As Division Manager, what are you responsible for legally?
- d) In the event of a fire, what should you do?
- e) Suppose you are signing out a member and you notice that something in the room is broken. The member claims that it was broken when he moved in, but he did not file a "Room Condition Form" as he was asked to do. How would you handle this situation?

## **Appendix F: Job Description: Interim Division Manager**

---

### **General Description**

The Interim Division Manager maintains the day-to-day operations of the division during the assigned interim period, and ensures that all policies and procedures set out by Waterloo Co-operative Residence Inc. and the respective division are upheld.

### **Accountability**

The Interim Division Manager reports to the General Manager.

### **Selection Criteria**

- a) Has been actively involved in Co-op activities
- b) Displays a co-operative attitude
- c) Exhibits good organizational, managerial and inter-personal skills
- d) Experience in co-operatives, a residence environment, or other organizations having a strong voluntary component.

### **Responsibilities**

- a) Post contact information throughout the division so that members staying for interim know who is responsible for the division.
- b) Ensure upkeep and cleanliness of the respective division.
- c) Ensure the security of the master key box for the division and use it in emergency situations only (this would include a member who has been locked out of his/her room/apartment).
- d) Complete admissions paperwork associated with members staying during the interim period.
- e) Ensure that all divisional keys are collected, accounted for and in order.
- f) Ensure that inventory list and manuals be delivered to the General Manager or delegate.
- g) Provide access to all secured areas, such as storage rooms, bike rooms, conference room, and laundry room according to policies.
- h) Monitor the division's inventories.
- i) Check all fire safety equipment regularly.
- j) Maintain a leadership role within the division.