



NLCSA Policy Manual

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Preamble

This manual is referred to in the Northern Lakes College Students' Association bylaws and outlines the policy of NLCSA.

This document shall be accessible to the membership on the NLCSA website, www.nlcsa.ca, and in hardcopy at the registered NLCSA home office.

This document is intended to assist NLCSA membership in advocating for the Alberta student leadership movements. This document is an internal document not intended to be shared with non-members.

The Business Manager shall keep in their possession a copy of this document.

The Business Manager shall ensure all changes made to this document are fulfilled and posted on the NLCSA website no later than ten (10) business days from the date of ratification.



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Administration

1) Contact Information

- a) Address:
 - i) 1201 Main St SE, Slave Lake, AB T0G 2A3
- b) Phone Number:
 - i) (780) 843-8343
- c) Website:
 - i) www.nlcsa.ca

2) Office Hours

a) With the exception of holidays, the standard hours of operation for the NLCSA Home Office shall be 9:00 am to 4:00 pm (GMT-07:00), Monday through Friday.

B) Other exceptions to this office hour schedule shall be authorized by the Executive Council and notice given to the membership.

3) Policy Manual Review

- a) The Business Manager shall be responsible for reviewing and revising the Policy Manual.
- b) The Delegates shall, on an annual basis, complete a session with the Business Manager to ensure accuracy and relevance of the NLCSA policies.
- c) The revised draft of the Policy Manual shall be ratified at a general meeting.
- d) Any changes to the Policy Manual shall take effect only after ratification.

4) Membership Fees

- a) Membership Fees shall be collected as described in the Bylaws.



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Governance

5) Executive Council

- a) The incoming Executive Council will participate in a Leadership Retreat/ Conference and receive a copy of the following information:
 - i) NLCSA Bylaws
 - ii) Audited financials;
 - iii) Approved budget and approved strategic document; and
 - iv) Advocacy document.
- b) This transition must occur once the new Executive Council are elected.

6) Strategic Planning

- a) Immediately following the Alberta provincial election, the Business Manager shall draft a strategic plan for membership to approve.
- b) The strategic plan shall be made for a period ending on the next Alberta provincial election date.

The strategic plan shall have the following components

- iii) Summary of policies and platform;
- iv) Goals; v) Approach, and; vi) Risks.



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7) Advocacy Policies

a) Provincial

ii) Tuition

- NLCSA calls on the Government of Alberta to improve post-secondary education affordability for Alberta families, and; international Students

i) Consultation

- NLCSA consults with the NLC Board of Governors about the tuition and fees regulation, requiring the institution to provide meaningful consultation.

v) Student Mental Health

- NLCSA follows the Government of Alberta and Post-Secondary Institutions to standardize and improve health and safety on campus, and;
- Make the Campus Mental Health Grant a permanent line item in the Ministry's budget, and;
- Index the Campus Mental Health Grant to the long-run rate of inflation.
- vi) CampusSexualViolence
- NLCSA declares to the Institution to standardize and improve health and safety on campus, and;
- Encourage standardize survivor-centric policies on campus relating to gender and sexual-based violence and racial and cultural discrimination.

ix) Student Aid

- NLCSA declares to the Government of Alberta to improve post-secondary education affordability for Alberta families

vii) Student Accessibility

- NLCSA voices to the institution to provide more support for non-traditional learners, and;
- Standardize policies regarding online learning, virtual safety, and digital literacy, and;
- Encourage asynchronous learning techniques and self-paced learning options, and;
- Include training on academic integrity and the Canadian academic culture in credit programing, and;
- Invest in infrastructure to improve rural broadband capacity and speed.

viii) Work Integrated Learning (WIL)

- NLCSA voices to the Government of Alberta and Institution to support programs that meet industry demand for skills and experience, and;
- Create a database of Work-Integrated Learning and Community-Service Learning (CSL) opportunities, and;
- Encourage the integration of WIL and CSL opportunities into existing programs,



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Finance

8) Budget

- a) The Executive council shall approve the annual budget for each fiscal year before March 31 as per Bylaw.
- b) The operating budget is the manner in which NLCSA will manage its financial resources during the course of a fiscal year including:
 - i) Providing ongoing initiatives and services where NLCSA intends to run the initiative or service on an ongoing basis;
 - ii) Establishing new initiatives and services, if any; iii) Developing and maintaining NLCSA facilities; iv) Developing and maintaining NLCSA business; and
- v) Establishing a fiscally responsible plan to eliminate a projected deficit from the previous fiscal year or an accumulated deficit, if any.
- c) In the annual operating budget, the estimated revenue must be sufficient to pay the estimated expenditures.
- d) The Business Manager shall develop the annual budget for NLCSA in accordance with the NLCSA Bylaws.
- e) The Business Manager shall submit the draft annual budget to the Executive Council in a timely manner.
- f) In the event that the Executive Council does not approve the draft annual budget at the required deadline, NLCSA shall make all efforts to approve the annual draft budget prior to the end of the fiscal year, which is June 30th.
- g) Salary and wages of NLCSA employee(s) is privileged information and shall not be disclosed publicly or out of camera.
- h) The draft annual budget has no effect until it has been ratified by the Executive Council, and the new fiscal year takes effect on July 1st.
- i) In the event that the Executive Council fail to approve an annual budget before the start of the NLCSA fiscal year, NLCSA shall continue to operate in a manner consistent with the most recent annual budget approved by the prior Executive Council.

9) Audit

- a) At all times, NLCSA shall have an auditor appointed and put forward to the Executive Council for approval, on a yearly basis.



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- b) In the event that NLCSA does not have an auditor, the Executive Council shall appoint a qualified auditor for NLCSA upon recommendation from the Executive Council .
- c) As soon as practicable after the end of each fiscal year, the auditor of record shall prepare an audited financial statement of all NLCSA accounts for the preceding fiscal year.
- d) NLCSA will take all measures to have the audited financial statements ready to present to the NLC Board of Governors
- e) Upon approval of the audited financial statements by the Board of Directors, the Executive Director and the third-party accountant shall sign those statements on behalf of ASEC.
- f) In the event that the audit contains areas of concerns/recommendations for improvement, the Business Manager in consultation with the Executive council, will produce a strategic plan to ensure next year's audit overcomes the stated concerns.

10) Deficits & Surpluses

- a) If the audited financial statements confirm that NLCSA posted a deficiency of revenue over expenditures, the deficiency shall be carried forward as an accumulated deficit.
- b) The Business Manager in consultation with the Executive Council shall develop a fiscally responsible plan to eliminate the accumulated deficit. This plan shall be submitted for presentation to the Council at a NLCSA Meeting.
- c) If the audited financial statements confirm that NLCSA has posted a surplus of revenues over expenditures in a given year, NLCSA shall use the surplus funds as follows:
 - i) If NLCSA has an accumulated deficit, to eliminate the accumulated deficit; and
 - ii) If surplus funds remain after the accumulated deficit has been eliminated, the remaining funds are to be put into either low-risk investment funds or used for special projects approved by the Executive Council.

11) Lending & Borrowing

- a) NLCSA shall not lend money.
- b) NLCSA may:
 - i) Borrow funds on the credit of NLCSA for an operating line of credit up to the amount allocated as specified in the Bylaws;
- c) NLCSA may only borrow money with the authorization of the Executive Council .
- d) A resolution by the Membership to approve a loan under this section is required and must include the following:



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- i) The funds to be borrowed;
 - ii) The purpose for which the funds are borrowed;
 - iii) Terms and conditions of the loan;
 - iv) The security to be given;
 - v) The source of funds to be used to repay the loan; and vi) A timeline of repayment of the loan.
- e) Funds obtained by NLCSA under a loan must be used for the purpose for which they were borrowed.

12) Signing Authority & Officers

- a) There shall be 3 (3) signing authorities for NLCSA. These signing authorities shall consist of:
 - i) The Business Manager
 - ii) Two (2) NLC Staff member
- b) All NLCSA cheques shall have two signatures.
- c) The Business Manager, with advice from the third-party accountant, shall establish procedures for the financial administration of NLCSA.
- d) With the exception of cheques, all memorandums of understanding, leases and all other legal documents must be jointly signed by the Business Manager and the Executive Council President, Vice President or Treasurer.

13) Emergency Expenditures

- a) An emergency expenditure is classified as an expenditure which:
 - i) Is not already budgeted for, and
 - ii) Is fundamental to the operation of NLCSA
 - iii) and Student wellness
- b) An emergency expenditure with a total estimated cost less than ten thousand dollars (\$10,000) may be authorized by the Business Manager.
- c) For emergency expenditures greater than ten thousand dollars (\$10,000), the Executive Council must be consulted.



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14) Capitalization, Depreciation, and Disposal

- a) NLCSA shall capitalize any and all assets, or group of assets, that are purchased for \$500 or more and that have an economic useful life greater than one year
- b) The Business Manager shall submit a recommendation for required capital goods or services in excess of five thousand dollars (\$5,000) to the Executive Council.
- c) The Business Manager shall have the power to approve expenditures up to ten thousand dollars (\$10,000) per recommendation, expenditures higher than ten thousand dollars (\$10,000) per recommendation shall be approved by the Executive Council.
- d) Once property of NLCSA has been fully amortized and is rendered of no use to the NLCSA, it shall be disposed of in the most economical friendly fashion or donated to other non-profits.

15) Cash Management

- a) Persons collecting cash and payments are and not limited to:

Business Manager

NLCSA Treasurer

NLCSA executive council

NLC Student(s) Event depending

- b) Cash receipting functions should also be segregated from cash disbursement functions ensuring 2 council members are present and NLCSA treasurer stamps APPROVED and signs off for transparency. Then presents to Executive Council.

- Billing
- Cash collecting/receipting
- Cash counting
- Cash depositing
- Reconciliation If there are not enough people to segregate the collecting, depositing and reconciling functions (two council are required) then presented in Financial Report in Monthly council meetings.

C) Cash Advances are only to be used as an emergency action, enabling this action will still require Executive Council acknowledgement and presented in Financial Report.

Actions are as follows:



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- i) Staff signers are unavailable; unavailable from Home office and either away(travel), sick or engaged with their own personal emergency
- ii) Student emergency as per Executive council recommendations of definition of Student Emergency.

16) Investments

- a) The purpose of this policy is to establish a distinct asset mix for NLCSA while ensuring modest financial growth.
- b) The organization shall steward a membership approved, low risk portfolio. The organization shall only deal with Chartered banks and insured brokerage firms.
- c) The organization invests funds for the purposes of reserve growth and sustainability.
- d) The organization shall maintain a balance of liquid and non-liquid investments for the purposes of accessibility or in case of an emergency situation.
- e) Investment:
- f) Risk: The investment accounts are to be kept low risk meaning that there is no chance for any loss of principle. For example: Guaranteed Investment Certificates (GIC), Treasury Bills, or savings bonds. Investments shall be broadly diversified to reduce

17) Credit Card

- a) NLCSA will provide a business expense credit card to the Business Manager.
- b) The credit card will have a limit no larger than two thousand five hundred dollars (\$2500) and will be used for travel, conference expenses, activity or wellness expenses, donations and any other day to day business expenses.
- c) Any credit card misuse may result in dismissal or other disciplinary action.
- d)The card must also be returned upon completion of term, contract, or termination of employment with NLCSA.
- e) It is the responsibility of the Business Manager to ensure the credit payments are made in full by the due date of the monthly statement.
- g) The council Financial report reviews VISA report, and the Executive council approve the monthly report to ensure transparency.



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18)Expense Claims & Reimbursements

a) Reasonable claims for expenditures and purchases made by business manager, council or student member of NLCSA may be reimbursed in full for the following:

- i) Parking and taxi fees;
- ii) Meals which unavoidably exceed the allowance; and
- iii) Other necessary expenses in excess of the daily allowance.

b) Reimbursement claims must be submitted to Business manager through an Expense Reimbursement form for approval. In the Case of executive council or student Member cannot produce form for unseen reasons such as but not limited to:

- iii) Technology limitations; due to remote access
- iv) Attending as alternate for student council member
- v) New to student council leadership and accountability protocols, this will only be deemed allowed twice per “new” council member

c) Reimbursements or expense claims will be honoured when accompanied by an official receipt. If an expense claim is submitted without a legible receipt, the business manager must approve a Missing Receipt Form filled out by the employee.

d) The NLCSA Home Office must receive expense claims within five (5) days of the purchase or expenditure date to qualify for reimbursement.

e) Travel requests for reimbursement must be submitted to and approved by the business manager prior to travel on an Expense Reimbursement form

f) NLCSA shall reimburse requests for mileage or reimbursement claims based on kilometers travelled at the prescribed CRA Automobile Allowance Rate.

19)Per Diems

a) Employee(s) of NLCSA shall be entitled to a per diem to cover expenses while conducting NLCSA business outside the town in which the NLCSA home office is located.

b) Per Diem rates shall coincide with the Alberta government standard rates.

c) Departures:

- i) Before 10am will qualify for a breakfast per diem;
- ii) Between 10am and 2pm will qualify for a lunch per diem; and
- iii) Between 4pm and 8pm will qualify for a dinner per diem.



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20) Internal Procurement Policy

a) When purchasing any capital assets, or any products or services of over \$500, NLCSA business manager shall fill out the Internal Procurement Form in order to evaluate the cost, value, and urgency of the purchase.

b) When procuring products or services of \$4000 or more and which might be used over multiple years, NLCSA shall go through and:

i) Establish evaluation criteria.

ii) Obtain quotes from a minimum of three (3) suppliers/service providers.

iii) Evaluate quotes against criteria;

Select the highest scoring vendor, and;

v) Document this process using the RFP template document, , and any other documentation necessary depending on each case.

21) Marketing & Communications

Brand Identity

a) Classifications

Regional

- Any school serving a jurisdiction not defined as “city”.

b) Function

- College

c) Size

- Small Sector Less than 1358 FLEs

22) Communications Plan

a) Upon receiving communication which requires an official NLCSA statement or response,

i) Immediately inform the Executive Council of receipt;

ii) Provide a brief summary of said communication;

vi) Provide a draft response, to be sent to the Executive Council for approval and/or amendment, and;

Determine the expediency of the response, incorporate feedback, and make the necessary changes before sending to any external organizations



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Major Stakeholder Communications Strategies:

i) Government

- Goals & Objectives:

- (a) Build Relationships;

- (b) Have the Government adopt advocacy policy developed by NLCSA

- Methods:

- (a) Mail

- (i) Formal documents and notices.

- (b) Email

- (i) General correspondence;

- (ii) Conference updates, and;

- (iii) Government relations updates.

23) Executive Council Conference Calls

a) Conference Calls amongst the Executive Council shall be held a minimum of once a month, with the exception of the month of July, August and January and will be initiated by the Business manager

24) Technology

Website a) NLCSA owns the domain nlcsa.ca.

b) The final website consists of a public facing section and a members' area.

c) The public facing side features: i) Information about NLCSA ii) Contact Information

25) Digital File Storage

a) NLCSA shall maintain a capacity backup storage to store documents, digital media, and other digital work relevant to the organization.

b) The storage may be cloud based or hosted locally.

c) Employee(s) of the organization shall be granted access to relevant sections of the storage necessary for their roles.

d) The Business Manager shall have administrative access to the server and data held within.

e) The Business Manager shall be responsible for the maintenance of the database.

f) Email and other computer files provided by NLCSA are to be used for organizational purposes only.

g) Software or other business information shall not be copied for personal use without permission.



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26) Login Information and Credentials

- a) The NLCSA Business Manager shall maintain a file of login information and credentials to be held securely with other employee records.
- b) All computer passwords and codes must be available to NLCSA at all times.

27) Human Resources

- a) The NLC Human Resources will hold primary responsibility for personnel administration and shall rest with the Business Manager
- b) The Business Manager shall maintain working personnel files with the registered NLCSA home office on all full-time, part-time, and contract employees with respect to the following:
 - i) Staff evaluations;
 - ii) Position profiles;
 - iii) Employment contracts; information relating to the administration of all staff benefits and plans;
 - vii) Records pertaining to vacation days, sick days, and other absences. C
 - viii)) All payroll functions shall be the responsibility of the NLC Human Resources. d) Primary responsibility for personnel administration related to the employment and performance of the Business Manager shall rest with the Executive Council of NLCSA as prescribed in NLCSA bylaws.

28) Staff Recruitment

- a) Prior to the posting of an available staff position within NLCSA, the Business Manager along with the executive council (when appropriate) will complete a comprehensive audit of the position specifications to ensure that the staff function is current and relevant to the functioning of the organization.
- b) In the event that a new position is required, the Business Manager will develop an appropriate position profile.
- c) The Business Manager will be responsible for hiring new staff.
- d) In the event that NLCSA is recruiting for the Business Manager position, the Executive Council; shall adhere to NLCSA's bylaws.
- e) All available positions will be externally advertised for a minimum of ten (10) business days.
- f) All job postings will contain all of the following:
 - i) Qualifications, including knowledge, education and skill requirements.
 - ii) Duties and responsibilities.
 - iii) Wage or salary;
 - iv) Required hours of work;



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- iv) Length of employment contract (if applicable);
- v) Contact person, and contact information for the NLCSA Home Office.

Statement regarding diversity and inclusion: NLCSA is committed to establishing and sustaining a positive, supportive, and healthy working and learning environment within our diverse community. NLCSA recognizes the value of diversity and inclusion in the workplace. Actions of all our leadership, staff, and members are expected to exemplify our guiding values of Collaboration, Professionalism, Integrity, Effectiveness, and Diversity. We embrace diversity and offer equal opportunities to all qualified applicants regardless of origin, culture, ethnicity, age, ability, gender identity, and people of faith or no faith.

g) All hiring procedures will be conducted in confidence and will remain in confidence, to protect the candidate, current NLCSA employees, and the integrity of the process. Provincial privacy laws will govern all hiring procedures. h) NLCSA shall not differentiate or discriminate between applications on the basis of race, nationality or ethnic origin, religion, sex, sexual orientation, gender identity, age, and mental or physical disability except where preference is based on a bona fide occupational requirement. Selections of all qualified candidates shall be made based on merit. i) Prior to the commencement of the interview period, criteria for short listing the applications will be developed based on the position profile. Candidates will be short listed and evaluated against these criteria.

j) The Business Manager shall coordinate the scheduling of interviews which shall commence following the preparation of a short list of candidates.

k) The Business Manager will complete a check of references and a criminal record check for all new permanent employees.

l) Immediately following the approval of the successful candidate, the Business Manager shall notify both the successful candidate and unsuccessful candidates who were interviewed of the result. The extent of this notification for unsuccessful candidates will be that the position has been filled, and no additional details will be released.

m) The successful candidate will be given an offer of employment signed by the Business Manager. A copy signed by the candidate will be retained in the NLCSA Home office records.

29) Compensation & Benefits

a) Compensation shall be based on prevailing evidence and market comparables.

b) Pay rate for permanent staff are determined using relevant statistics for the non-profit sector in Alberta:

i) Type of Non-Profit;

ii) Position Seniority/Level;

iii) Employment Status;

iv) Region;

v) Jurisdiction



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- vi) Organizational Revenue;
- vii) Number of Employees,
- viii) Education.

c) An average annual salary shall be calculated using the above parameters.

d) Starting salary shall be no less than 15% below the calculated average.

e) An annual cost of living adjustment between 1% - 5% shall be granted each fiscal year based on:

i) Financial capacity

; ii) Inflation;

iii) Performance, and

iv) ; iv) Tenure.

f) Annual pay rates will be capped at 15% above the average

. g) A reassessment of the market average salary for a role may be completed upon request of the employee or once every three years, whichever is greater.

h) All permanent, full-time employees qualify for benefits after a three-month probationary period.

i) Health and Dental benefits include:

i) Extended health care benefits;

ii) Dental;

v) Critical illness;

iv) Employee assistance program;

vi) Disability insurance;

vii) Life/accidental death and dismemberment insurance, and;

vii) \$500 annual health spending account.

j) RRSP Matching: i) An employee may participate in the employee RRSP matching program after completing their probationary period. ii) RRSP matching shall be capped at \$85/pay period (\$2,040 annual cap). iii) An employee's RRSP matching cap shall increase by \$5/pay period each year of employment beyond their first year.

k) Parking:

i) A parking space will be provided for all full-time permanent employees

l) Cell Phone: The Business Manager shall receive \$115/month for a cell phone allowance and shall be provided with an organizational cell phone for personal and work purposes.

30) Orientation & Training



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a) When possible and agreeable to the Executive Council, all efforts shall be made to coordinate a structured and comprehensive orientation between the outgoing and incoming employees. In the event that the outgoing employee is unavailable to provide an orientation, or the position is brand new, the Business Manager shall arrange for formal training of the incoming employee.

b) In the event that the new employee is the Business Manager they will arrange for formal training and orientation that is responsible for 2 weeks by exiting Business Manager.

C) The Business Manager shall produce all relevant information pertaining to their role within NLCSA .

d) Business Manager professional development funds are approved by the Executive Council and as per Bylaws budgeted on yearly obtainability

e) An annual budget to pay for staff development, workshops, and other training opportunities is (2,500 per annum or as per budget deems availability of funds)

f) Employees must be enrolled on their own time in a course related to their professional responsibilities, and upon proof of successful completion of the course, display certification to Executive Council.

31) Position Profiles

a) Every staff function within NLCSA shall be directed and governed by a position profile.

b) Each position profile shall contain the following

: i) Title;

ii) Reporting structure;

iii) Organizational status

iv) Position summary (purpose, expectations);

v) Required qualifications;

vi) Responsibilities and duties;

viii) Signature of Business Manager;

ix) and viii) Signature of the employee.

b) The Business Manager will ensure that the employee receives a copy of the position profile, and that a copy is filed in the registered NLCSA Home office.

32) Performance Evaluations

a) All NLCSA employees shall receive a performance evaluation within the timeline of their probationary period. Subsequent performance evaluations shall occur annually thereafter. When possible, performance evaluations shall be done in person.

b) Performance evaluations for Executive Council shall be conducted by the Business Manager.

c) Performance evaluations for the Business Manager shall be conducted by the Executive Council.



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33) Personnel Files

a) All personnel files are the property of NLCSA

b) Personnel records shall be maintained by the Business Manager and kept in a highly secure file in the NLCSA Home office for a minimum of three to a maximum of seven years following the conclusion of the employee's service, after which time the files will be destroyed.

c) Personnel files shall contain information relating to a staff member's employment, including but not limited to:

i) Resume and cover letter for employment;

ii) Offer of employment;

iii) Position Profile;

iv) Annual performance evaluation; and

v) Notes of personal discussions and notable observations, correspondence sent and received, and copies of letters of discipline, dismissal or commendation.

d) Confidential information shall consist of the materials outlined in the previous section, as well as any other document or material transmitted in confidence.

e) Employees of NLCSA shall have the right to examine the contents of their personnel file at any time, provided that the Business Manager accompanies them. Additions to the file must occur in the presence of the Executive Council.