Year Plan

MSU Vice-President (Administration)

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# Introduction

Hey folks,

## About Me

I must admit, the ghosts of Vice-President (VP; Administration)’s past weren’t kidding when they casually renamed the role to VP (Short Straw). You could literally work [169 hours a week](https://onlinelibrary.wiley.com/doi/pdf/10.1002/job.536?casa_token=q7tYM98UBZEAAAAA:RQqrFj-iz-EVdf2couQLkx30bQ_tMJKjEODndDGq6jEo5geRzl0IodVs8PGOlCdiOkM2whDB5trwJ2vu) and still find yourself short on time. That’s why I only included 54 items in my year plan (YP): to save you a bit of time in not having to read about all the squabbles, cobbles, and anything else that makes me grovel in this role. In that same vein, I made sure not to get into too much detail on these items (especially ones that haven’t started yet), so please ask questions if you would like more information than what is provided in this document.

Now, of course, it’s not all bad; otherwise I would be gone already. The MSU team impresses me every day and I’m so glad to work with every single one of them—the Board in particular. With all the issues that continue to [plague the community](https://www.hamilton.ca/coronavirus), I’m constantly astonished by the passionate drive of all the colleagues, staff, and volunteers throughout the organization. I look forward to working with all of you in the not-so-distant future.

## About You

The MSU needs **your** help. Yup, whether you’re on the SRA, on staff at the MSU, or even a general student—we need your guidance to push the Union in the directions that you want us to go. Ask questions, identify problems, troubleshoot solutions, reach out when you need a hand, do whatever it takes to get the record straight before you explore the endless possibilities for what this Union can be and the impact of your voice in getting us there. I understand that students struggle to find the time and energy to commit to projects without compensation, but I promise that your efforts will not be wasted so long as you’re curious, respectful, and communicative.

Nothing makes me happier than to support others in finding their own success.

## About the Document

You may have noticed that this YP is prepared in a rather unconventional way:

* Display elements have been adjusted to increase content accessibility;
* Summaries have been relocated to the beginning of the document for ease of access;
* Goal statistics have been succinctly formatted in a table with weighted values associated with varying levels of completion;
* Ideas have been communicated almost exclusively through bullet points to limit unnecessary text;
* Et cetera.

With help from departments across the MSU, I plan to beta-test a variety of formats throughout my term to optimize report structures for creation and consumption. Of course, not everything will be perfect the first time around, but hopefully we can find a few things every trial to get us closer to that goal.

I’ve broken my YP into a few key segments:

1. A master summary of all the main projects I plan to finish this year;
2. A breakdown projects by progress, along with a weighted percentage based on completion stage numbers;
3. A portion on each item laid out in the summary;
4. Details surrounding my supervisory functions; and
5. A short précis on what’s to come.

I realize it’s a lot to take, but syntax takes generations to propose, adopt, and refine so I figured now was as good a time as any. And, without further ado, let’s get to it.

# Master Summary

This portion includes a summary table consisting of the following informational categories, in order from left to right:

1. **Goal**: A brief description of a project as outlined with the syntax outlined below:
   * **Introduce**: To create of a document, procedure, or object, often from scratch;
   * **Facilitate**: To provide a good or service that requires significant collaboration;
   * **Review**: To assess/update a document, procedure, or function;
   * **Recreate**: To reimagine/overhaul a document, procedure, or function;
   * **Schedule**: To reach a mutual agreement on parameters by which we meet.
2. **Role**: The role that I assume within the context of the project as either a:
   * **Leader**: A project manager or primary contributor;
   * **Supervisor**: A project facilitator or primary resource; or
   * **Advisor**: A project assistant or ancillary resource.
3. **Status**: The current status of the project in question as notated through one of six (6) conditions:
   * **S0: Queued**: Conversations about the project have not even started. Not an immediate priority;
   * **S1: Research**: Preliminary conversations have now begun. Contact has been established with all key stakeholders. Plans are in development;
   * **S2: Execution:** Project implementation is currently ongoing;
   * **S3: Analyze**: The project has finished and we’re collecting feedback from planners/stakeholders;
   * **S4: Refine**: Feedback is being applied (where applicable);
   * **S5: Complete**: The project is finished, and data are stored within appropriate report documents.
4. **Topic**: A categorical description that separates each goal into one of four groups.

|  |  |  |  |
| --- | --- | --- | --- |
| **Goal** | **Role** | **Status** | **Topic** |
| Review Organizational Chart | Leader | S5: Complete | Operations |
| Review Service Cluster Meetings | Supervisor | S5: Complete | Supervision |
| Introduce LMS | Leader | S5: Complete | Training |
| Introduce PTM Hour Tracker System | Leader | S4: Refine | Supervision |
| Introduce Clubs Training Modules | Advisor | S4: Refine | Training |
| Introduce Accessibility Training Module | Leader | S4: Refine | Training |
| Recreate Sexual Violence Workplace Document | Supervisor | S3: Analyze | Governance |
| Introduce WW Charitable Giving Policy | Supervisor | S3: Analyze | Governance |
| Review Full-Time Employment Policy | Supervisor | S3: Analyze | Governance |
| Recreate Accessibility Workplace Document | Supervisor | S3: Analyze | Governance |
| Facilitate MSU-Wide Volunteer Training | Leader | S3: Analyze | Training |
| Recreate Policy Document Organizational Structure | Supervisor | S2: Execution | Governance |
| Recreate VP (Administration) JD | Leader | S2: Execution | Governance |
| Introduce Internal Document Management System | Advisor | S2: Execution | Governance |
| Review Awards Committee Structure | Leader | S2: Execution | Governance |
| Review Service Review Procedures | Supervisor | S2: Execution | Operations |
| Introduce New Memo Template | Leader | S2: Execution | Operations |
| Recreate Job Description Core Competencies | Supervisor | S2: Execution | Operations |
| Introduce NODA Review Recommendations | Leader | S2: Execution | Operations |
| Review EFRT Full-Time Staff Position | Leader | S2: Execution | Operations |
| Review Service Structure | Supervisor | S2: Execution | Operations |
| Facilitate FCC Campus Operations | Supervisor | S2: Execution | Supervision |
| Facilitate Inter-Service Collaborations | Supervisor | S2: Execution | Supervision |
| Facilitate PTM JD Updates | Supervisor | S2: Execution | Supervision |
| Introduce PTM Hour Approval Process | Leader | S2: Execution | Supervision |
| Introduce Planner Training Module | Leader | S2: Execution | Training |
| Introduce PTM Hiring Training Module | Supervisor | S2: Execution | Training |
| Introduce HAES Training Module | Leader | S2: Execution | Training |
| Introduce TwelvEighty Training Modules | Leader | S2: Execution | Training |
| Recreate Internal Document Organization Policy | Supervisor | S1: Research | Governance |
| Introduce Service Sponsorship Policy & Guidelines | Advisor | S1: Research | Governance |
| Facilitate SHEC Distribution Plan | Supervisor | S1: Research | Operations |
| Introduce Community Needs Assessment Guidelines | Leader | S1: Research | Operations |
| Introduce New Report Templates | Leader | S1: Research | Operations |
| Introduce New Transition Document Templates | Leader | S1: Research | Operations |
| Review Elections Department Structure | Leader | S1: Research | Operations |
| Review PTM Transition Period | Leader | S1: Research | Operations |
| Review HR Department Restructure | Leader | S1: Research | Operations |
| Review IT Department Restructure | Leader | S1: Research | Operations |
| Introduce Student Crisis Protocol | Leader | S1: Research | Supervision |
| Introduce 2STLGBQIA+ Training Module | Leader | S1: Research | Training |
| Introduce AOP Training Module | Leader | S1: Research | Training |
| Introduce Course Developer Training Module | Leader | S1: Research | Training |
| Introduce Sexual Violence & Disclosure Training Module | Leader | S1: Research | Training |
| Introduce SRA Training Modules | Advisor | S1: Research | Training |
| Introduce WW Rep Training Module | Advisor | S1: Research | Training |
| Introduce Data Collection Training Module | Leader | S0: Queued | Training |
| Introduce Data Communication Training Module | Leader | S0: Queued | Training |
| Introduce Event Planning Training Module | Leader | S0: Queued | Training |
| Introduce Marketing & Communications Training Module | Leader | S0: Queued | Training |
| Introduce Sponsorship & Donations Training Module | Leader | S0: Queued | Training |
| Introduce Technology Literacy Training Module | Leader | S0: Queued | Training |
| Review Full-Time Staff Transition Period | Leader | S0: Queued | Training |
| Introduce Data Analysis Training Module | Leader | S0: Queued | Training |
| Introduce Promotions Training Module | Leader | S0: Queued | Training |

# Year Plan Progress

Here you can see a breakdown of my current year plan progress:

|  |  |  |
| --- | --- | --- |
| **Status** | **Frequency** | **Weighted Percentage (%)** |
| S0: Queued | 9 | 17% |
| S1: Research | 17 | 31% |
| S2: Execution | 18 | 33% |
| S3: Analyze | 4 | 7% |
| S4: Refine | 3 | 6% |
| S5: Complete | 3 | 6% |
| Overall | 54 | 34% |

# Year Plan Breakdown

Given how massive this plan is, I’ve also broken it up into 4 categories:

1. Training & Transition
2. Governance
3. Supervision
4. Operations

## Training & Transition

I plan to reform our current standards for training and revolutionize them through a blended digital approach. I’ve also taken particular interest in the transference of institutional memory and how we might improve transitions given our substantial annual turnover.

### Introduce Learning Management System

#### Background

A Learning Management System (LMS), like Brightspace (i.e., Avenue to Learn), allows for the MSU to expand the standardization, distribution, and quality control of training on a level the organization has never witnessed. This meant that we could increase accessibility through asynchronous videos, reduce workload for facilitators with recycled materials, and ensure a standardized learning program from year-to-year with the potential for simple and easy modifications to modules where appropriate. This platform also allows for the use of simple assessments to ensure training has been completed to a certain standard before work begins.

#### Current Status

In August, I started Avenue integration into the MSU’s training. Only 2 courses are fully online right now (**MSU EV: Executive & Volunteer Training** and **MSU CLUB: Clubs Training**), with only 4 modules available for clubs and 3 for Service executives and volunteers.

#### Future Goals

By the end of the year, my hope is to have established the foundation for collaboration with appropriate departments and external partners in the development of 11 courses and 25 video learning modules, serving the following groups, from cooking to finances to standards in accessibility: ~330 clubs, all full-time staff, all part-time service managers, much of the other part-time staff, and ~400 volunteers/service executives. All that said, my main goal is to support the case for the continued use of Avenue to Learn for the majority of the MSU’s annual training programs.

### Introduce Clubs Training Modules

#### Background

In a normal given year, clubs trainings and procedures change very little on an annual basis. However, despite all the changes to clubs policies this past year, I felt that an online resource that could be easily referred to whenever clubs had questions, especially when presented in a readily accessible format, would alleviate many of the doubts that clubs would face this year. I hoped I could provide my expertise in organizational layout and educational practices to assist in project development and technical troubleshooting where possible.

#### Current Status

The Clubs Department, along with the VP (Finance), did a stellar job with developing video modules for students on such a tight timeline. Our feedback survey received over 210 responses from clubs, each of which teeming with resounding positive comments on the training methods and materials used. We’ve since debriefed over the training regime and discussed some of the comments made and ways to move forward.

#### Future Goals

I am meeting with the Clubs Administrator in the early Winter term to discuss next steps with the program to increase accessibility, longevity, and utility of the course for future years.

### Facilitate MSU-Wide Volunteer Training

#### Background

For years, volunteer training amongst MSU Services has been scattered and decentralized. This means that the quality of training often falls on Part-Time Managers (PTMs), who already have an absurd amount of work on their plates, to corroborate with and pay external partners, facilitate long email threads with campus departments, and develop their own materials—often from scratch or from what they were taught the year prior. This system is inherently broken.

#### Current Status

This year, **all** Service volunteers were presented with the same level of training on 3 particular topics: Anti-Oppressive Practices, Accessibility & Disability Inclusion, and Sexual Violence & Responding to Disclosures. Two sessions were provided per topic as scheduling alternatives for each volunteer, with all 3 initial sessions recorded for a 3rd asynchronous option. I developed 3 10-question unlimited attempt quizzes for each topic to gauge a fundamental level of knowledge and understanding. Throughout the process, I received quite a bit of feedback about some of the questions and modified them accordingly.

#### Future Goals

Next steps are to expand the topics that are available, with the potential for adding a minimum number of trainings per volunteer from a list of other available modules. This could be dependent on the Services’ clusters or mandates, but this remains to be seen. I’ve released a feedback survey for training and will be sending it out for PTM distribution in the near future. I’ll also be requesting that facilitators review questions before they are posted for future course delivery.

### Introduce Accessibility Training Module

#### Background

Kate Brown from EIO not only facilitated 2 sessions for all Service volunteers and executives but has also continued to offer Service-specific training sessions on an annual basis as a supplement. That said, she has already developed a complete curriculum of brief videos that make up a full module of accessibility-focused content.

#### Current Status

Kate’s set of videos was also offered as an alternative to the training options given to Service volunteers and executives, though I’m unsure whether it was utilized all that well due to how much the format deviated from that of the sessions.

#### Future Goals

I’ll use this set of videos as a template for the construction of future modules within similar courses.

### Introduce WW Rep & Planner Training Module

#### Background

Welcome Week (WW) reps and planners are historically required to receive a new round of training materials every year, often with only slight alterations, before they attend WW. Such procedures are often time-ineffective, redundant, inaccessible, and lack annual standardization. As part of the recommendations proposed by the Association for Orientation, Transition, and Retention in Higher Education (NODA) and approved by the Student Services Advisory Committee (SSAC), WW stakeholders were tasked with moving towards centralized training systems for all reps and planners. This item plays into this goal.

#### Current Status

I now meet biweekly with stakeholders from Residence Life and the Student Success Centre (SSC) to ensure these discussions are not forgotten. A working group has been established for WW hiring centralization but has yet to form to ensure training materials are made.

#### Future Goals

The Welcome Week Advisory Committee (WWAC) is scheduled to receive a presentation from Tara Roberts, a staff member from Residence Life who designed the Archway training curriculum and whom I’ve already met with for discussions on MSU training design, who will help guide us in module creation. This meeting will take place at the end of November and will guide our future discussions on how to adapt and bolster current training models to improve WW training.

### Introduce PTM Hiring Training Module

#### Background

PTMs often receive training for how to conduct hiring through a slideshow presentation once during the summer. Unfortunately, this means that executive hiring and volunteer hiring periods (Spring and Fall respectively), don’t receive any proximal training sessions relevant to the challenges faced. Thus, a module developed for asynchronous uses would increase accessibility and effectiveness of the materials presented, as they could then function as a general resource instead of just as a standalone session.

#### Current Status

The Human Resources Generalist & Clubs Support and I are currently working on developing presentation materials. To begin recording soon.

#### Future Goals

We hope to have materials ready in a rough draft for the coming hiring cycle.

### Introduce 2STLGBQIA+ Training Module

#### Background

In a given year, the PTM for the Pride Community Centre often delivers Queer Competency training in one way or another for various groups on campus. Such traditions are costly to the PCC’s operations, as they take time away from Service operations. However, this training is still valuable for community members and thus deserves to be addressed regardless.

#### Current Status

I have been in discussions with the 519 community organization and the PCC PTM to try and hire a developer to bring this material to a module format.

#### Future Goals

I will be following up with the 519 soon before moving forward with curriculum development and getting a quote.

### Introduce Anti-Oppressive Practice (AOP) Training Module

#### Background

AOP training has often been developed either by the Equity & Inclusion Office (EIO) or MSU Diversity Services. However, contracting this training out multiple times per year for different groups requires a lot of coordination and often results in high time-demands for PTMs, paid staff, and volunteers.

#### Current Status

An AOP presentation has been recorded from MSU-wide volunteer training and has since been uploaded to its own Avenue course for volunteers. Over 250 volunteers have engaged with this content, with the majority having completed the assessments I designed for the content presented by EIO.

#### Future Goals

I hope to incorporate new assessment items into a question pool, remove inappropriate questions based on language use or discrimination indices, and group topics into shorter videos that are easier to consume.

### Introduce Health at Every Size (HAES) Training Module

#### Background

Body empowerment has been a priority for MSU Diversity Services and the MSU Student Health Education Centre (SHEC) for several years. That said, policies and educational materials that directly concern this content are not updated or available to students.

#### Current Status

I have worked with Body Brave’s CEO to devise a curriculum for how we could go about developing these materials and associated timelines. I’ve since been in discussions with EIO and the Student Wellness Centre (SWC) to clarify whether or not either party will help us support this educational initiative.

#### Future Goals

Once I have a final answer from both parties, the Board of Directors (BoD) and I will come to a conclusion as to how to proceed with the project.

### Introduce Course Developer Training Module

#### Background

Course development is an entire discipline unto itself, but that doesn’t mean we can’t try it out for ourselves. Excellent courses require the application of evidence-based practices for content organization, video creation, and apt assessment development. However, resources already exist that can be used to supplement this incredulous task.

#### Current Status

Not too much has been done on this front, though I have identified key elements for the standardization and simple improvement of modules on an annual basis. While I haven’t compiled a list yet, courses aren’t strictly in the works at the moment so there’s still some time to work with.

#### Future Goals

I hope to get these guidelines and resources finalized by the conclusion of my term and make them available through their own Avenue course.

### Introduce Sexual Violence & Disclosure Training Module

#### Background

Sexual Violence & Responding to Disclosure training has been a consistent part of our staff preparations for a number of years. However, it was never offered on a such a broad scale as was done this year for Service volunteers.

#### Current Status

Like AOP training, this session was recorded this year for both synchronous and asynchronous delivery with a rough module created, paired with an assessment.

#### Future Goals

EIO offered this training this year and they mentioned that a potential PhD. student had offered to create a McMaster module to cover this topic. Discussions are currently underway, but if this doesn’t pan out then I’ll try to alter the materials already available before the next cycle begins.

### Introduce SRA Caucus Leader Training Module

#### Background

Historically, SRA Caucus Leaders have received minimal guidance and training that prepares them for their ambiguous roles. Such conditions often amount to students feeling underprepared, and thus unsure what to do, for their roles.

#### Current Status

I am working alongside the BoD and Speaker to create materials for the SRA and their leaders.

#### Future Goals

We hope to have these materials ready for the next leader selection process.

### Introduce SRA Training Module

#### Background

Generally speaking, SRA members often receive a single round of training that is seldom adequate to allow for proper and appropriate guidance throughout their terms in office. Such standards for education are inaccessible, ineffective, and frankly unacceptable.

#### Current Status

I am working alongside the BoD and Speaker to create materials for SRA members to serve as comprehensive resources to promote discussion, advocacy, and engagement from the SRA.

#### Future Goals

We hope to have these materials ready for the end of the academic term to allow for the delivery of rough training materials for incoming SRA members.

### Introduce TwelvEighty Training Module

#### Background

Training for employees of TwelvEighty typically occurs in person to facilitate an easier transition for cooks and to allow for standardized kitchen practices. However, with the shift online, staff have developed videos to present these skills to incoming personnel and minimize in-person contact.

#### Current Status

Videos are in their later stages of editing from the Marketing & Communications Department and will be available shortly.

#### Future Goals

Materials will be moved to the Avenue platform to facilitate statistical analysis and general tracking of staff skills during this time.

### Introduce Data Collection & Analysis Training Module

#### Background

Data collection and analysis in this organization has notoriously fallen flat when it comes to scientific rigour. However, when we expect individuals to come into their roles with the tools to conduct appropriate data analysis as undergraduate students, we fall short on the accessibility and quality of all the research positions we have. If we continue down this path, we will inevitably make more and more decisions based on spurious correlations and false assumptions.

#### Current Status

N/A

#### Future Goals

Various tools already exist for simple data collection and analysis. I hope to develop a playlist of these tools by the end of my term. While it likely won’t cover everything necessary for successful research, it can at least provide support.

### Introduce Data Communication Training Module

#### Background

Data communication and report delivery will essentially define how accessible our research will be for the general student body. Currently, we have no standards for education or presentation for data communication in the MSU.

#### Current Status

N/A

#### Future Goals

I know of individuals in the School of Interdisciplinary Sciences and of various video courses available to students that can be compiled for this project.

### Introduce Event Planning Training Module

#### Background

Often the responsibility for delivering event planning training varies on a yearly basis and is shared by various positions. With staff yearning for additional guidance on how to deliver events in person and online, there is a definite need for a consistent resource that’s accessible throughout the year throughout the hiring cycle.

#### Current Status

N/A

#### Future Goals

Event planning resources are available throughout the internet and MSU staff structure. I hope to speak with various event planners throughout the organization to identify key learning objectives to incorporate into this module.

### Introduce Promotions Training Module

#### Background

Every year, student staff receive promotions training from the Marketing & Communications Department. While student feedback is generally quite positive, I often receive questions about promotional procedures on an ongoing basis. This suggests the need for ongoing resources for staff to refer to when needed.

#### Current Status

N/A

#### Future Goals

Since training has already been delivered on this topic this year, I will be reaching out to the Marketing & Communications Department, as well as the Underground, to devise appropriate content to deliver this training.

### Introduce Marketing & Communications Training Module

#### Background

In general, the Marketing & Communications Department delivers their training via in-person sessions which often adapt to the needs of the trainee. However, much of these sessions boils down to content that is generally similar across recipients that could be more easily wrapped up in a module with well-designed graphics, animations, and everything lovely we’ve come to expect from the department. As well, there’s room to create videos to teach members of the department how to operate equipment, record videos, and assist with transition when most of the team inevitably turns over at the conclusion of their contracts.

#### Current Status

N/A

#### Future Goals

I will request the creation of a module that addresses topics related to recording techniques, basic infographic submission, criteria for requests, and other critical marketing information that’s often relayed as part of individual training sessions. While sessions will likely still occur under this new framework, they will instead be directed solely towards the catered/applied portions for the trainees in question.

### Introduce Sponsorship & Donations Training Module

#### Background

Very little is clearly defined for Services, Clubs, and other areas of the MSU as it relates to requisitions and terms for sponsorship acquisition and implementation. This has led to confusion and uncertainty for many MSU groups and has undoubtedly cost us a lot of opportunities to collaborate or receive financial or service support from external organizations.

#### Current Status

Discussions have been put on hold for the most part, though they largely included the Marketing & Communications Director, the VP (Finance), the AVP (Finance), and myself.

#### Future Goals

As the Finance Committee comes to propose a guideline for how we go about accepting sponsorships and donations, we’ll get a better picture for how to craft this module. The next steps require some correspondence with the Underground to get a better picture of what standards have been used in the past and what we should suggest for MSU groups for the future.

### Introduce Technology Literacy Training Module

#### Background

As it stands, the MSU has a weak internal infrastructure particularly within the realm of Informational Technology (IT). This has subsequently bled into training and transition processes, leaving incoming employees and volunteers confused and overwhelmed with the intricacies of our internal network and the technological instruments which we often rely on for support. Given the diversity of technological experience amongst users, even relatively simple tasks for some will inevitably appear as insurmountable tasks for others. This barrier creates an environment of inaccessibility that requires significant dedication to troubleshooting rather than actually working on the projects at hand, despite how easy it is to address.

#### Current Status

Recent work on the development of our document management system will make it easier to navigate and explain for incoming staff at all levels of the organization. Other technical needs have yet to be addressed.

#### Future Goals

While we move to reshape the IT department, there are tons of freely available videos that folks can use to get a better understanding of the nuances inherent to the MSU’s networks and software. These will be added to the appropriate Avenue courses as they are identified to create a resource for those looking for additional assistance.

### Review Full-Time Staff Transition Period

#### Background

Our full-time staff transition requirements lack definition and structure. This inevitably leads to the loss of information and incredibly long adjustment periods, depending on how long one’s successor has worked in the organization and how useful their orientation was. Of course, this contributes to an overall cost-centre for the MSU, as new employees are paid their regular salaries to fumble around their positions with little to no guidance depending on the previous commitments of their supervisors. Overall, this system is inadequate for an organization of the MSU’s size and must be addressed as soon as possible.

#### Current Status

N/A

#### Future Goals

As the part-time staff transition period gets addressed, I hope to propose an additional system for full-time roles to get a better idea of how we can best address this issue of transition across the organization.

## Governance

As the previous Associate Vice-President (Internal Governance), I noticed a lot of resounding errors in the policies and procedures that govern the MSU. I only have a few projects in the works that fit within this domain, but they’re not exactly small ones either.

### Introduce WW Charitable Giving Policy

#### Background

Charitable donations from WW have historically been redirected to the Shinerama fundraising initiative for Cystic Fibrosis. However, as WW has evolved, many felt that this approach didn’t allow for an equitable allocation of funds to other initiatives of similar importance that could also use the funds to support a charitable cause. Since Shinerama was rescinded, these charitable donations took on a new system that allowed for the reallocation of funds to various charities throughout WW. However, since this haphazard approach didn’t have the combined power of the unified approach, WW stakeholders will now propose a single charity whom WW charity events will redirect donations towards to create a holistic target for all WW participants and organizers.

#### Current Status

**Operating Policy – Welcome Week Charitable Giving** will be proposed this meeting for approval. Please refer to the memo for more information.

#### Future Goals

I’ll be implementing this Operating Policy as the new Maroons Coordinator and Welcome Week Faculty Coordinator are hired to ensure it is carried out as intended.

### Review Full-Time Employment Policy

#### Background

While the most recent review of this Employment Policy was conducted in 2018, many considerations were overlooked that impacted the accessibility, clarity, and general effectiveness of the document. Namely, such considerations relate to rewards for employment milestones (i.e., years of service), health and wellness benefits, and updates to position titles.

#### Current Status

I now meet biweekly with the Executive Assistant, Human Resources & Clubs Support, General Manager, and VP (Finance) to discuss potential revisions to the current Employment Policy. Overall, the progress so far has been excellent and I’m looking forward to seeing how things go.

#### Future Goals

I hope to approve this Employment Policy at the BoD level within January to bolster support for full-time staff.

### Recreate Accessibility Workplace Document

#### Background

Our Employment Policy for accessibility has never been all that great. Its primary function has always been to abide by provincial legislation for customer service, rather than employee support. Of course, even with a customer service framework, there needs to be a system where folks can provide feedback or complaints when things aren’t done well. As well, there should be a set of guidelines to clearly articulate with external vendors what sort of standards we expect when taking student accessibility into consideration when we structure events, offer services, or do anything that involves the consumption of information, services, or goods in one way or another.

#### Current Status

The Employment Policy has already been reviewed by EIO with all considerations included in the new document. The final review is underway via PTM feedback collection.

#### Future Goals

I hope to approve the final draft of the Employment Policy for the BoD meeting on December 8th as well as work to create a guideline for external vendors to communicate what standards we have set in place for MSU internal service delivery. The Employment Policy will then be circulated to the SRA for information.

### Recreate Policy Document Organizational Structure

#### Background

Our policy organizational structure and categories have historically made very little sense. As mentioned in my previous memo on this topic, I’ve been working with the AVP (Internal Governance) to propose a new system for document naming, approval, and organization that will clarify a lot of inconsistencies without our current structure.

#### Current Status

The final system will be proposed this meeting for approval. Please refer to the memo for more information.

#### Future Goals

As this system is implemented, I will continue to reflect on any minor changes that might be required now that it all makes a little more sense.

### Recreate Sexual Violence Workplace Document

#### Background

For two years now (at least), VP (Administration)s have been working on the consultation and development required for the implementation of a new Employment Policy that addresses instances of sexual violence and harassment in the MSU. Now, after multiple meetings with EIO and external HR firms, after countless hours of research and development, the document is almost ready for approval.

#### Current Status

The Employment Policy is under its final review by EIO before it’s passed along to PTMs for the last round of feedback collection.

#### Future Goals

I hope to approve the final draft of the Employment Policy for the BoD meeting on December 8th. The document will then be circulated to the SRA for information.

### Recreate VP (Administration) JD

#### Background

This task is fundamental to my work, as it relates to the glaring idiosyncrasies within my JD and involves collaboration with all members of the BoD to complete properly. There are lots of issues with the current position as its written, many of which are simple fixes to do with the actual amount of work that the VP (Administration) does each year. I have lots of gripes with how this role is structured and the burden is places on everyone that passes through it. Let’s hope I’m the last VP (Administration) to deal with the fallout of the misleading JD.

#### Current Status

I now have a working draft of my JD that I reference every so often. However, it’s fell to the backburner for now as I manage various other responsibilities, particularly the ones not mentioned in my JD.

#### Future Goals

I plan to finish this goal by the end of my term and will not settle for anything less.

### Introduce Internal Document Management System

#### Background

The MSU server is an absolute mess of files that are both inaccessible and useless in their current state. This means that even the BoD, whom ought to know where previous archives, contracts, and other important documents are, often haven’t the slight clue as to where they might even begin to look for them. This creates a clear transitional problem that frequently leads to, among other things, the duplication of proposals, misinformed approaches to work, and complete reliance on the use of full-time staff guides to acquire any information that they have every right to access and reference of their own volition without permission from those whom they supervise. Even despite the obvious potential for conflicts of interest and informational cherry picking, this is a broken system in need of a comprehensive long-term solution.

#### Current Status

For months now, I have met biweekly with the Human Resources Generalist & Clubs Support, the Administrative Services Coordinator, the Network Administrator, the Executive Assistant, and the VP (Finance) to help relocate all updated drafts of administrative documents to a new and improved filing system within the OneDrive. Progress has been excellent so far, though I understand that this side project requires full-time support from an IT team and the help of staff that aren’t currently employed due to COVID-19 (e.g., Office Clerks) for the project to really take off. However, I’m very excited with how things have gone and the potential for the future.

#### Future Goals

I plan to have all updated administrative documents from this year (e.g., JDs, minutes, agendas, memos, policies, etc.) on the OneDrive as part of this new system by the end of my term. I will then pass it along to my successor with the hope that they will work with full-time staff to fix this ongoing problem.

### Recreate Internal Document Organization Policy

#### Background

With the introduction of a new document organization framework, **Operating Policy – Document Management** will require some significant changes.

#### Current Status

N/A

#### Future Goals

As the final internal document system reaches a more refined state, I will come to propose changes to this Operating Policy to legitimize the work done to create it.

### Introduce Service Sponsorship Policy & Guidelines

#### Background

Very little is clearly defined for Services, Clubs, and other areas of the MSU as it relates to requisitions and terms for sponsorship acquisition and implementation. This has led to confusion and uncertainty for many MSU groups and has undoubtedly cost us a lot of opportunities to collaborate or receive financial or service support from external organizations.

#### Current Status

Discussions have been put on hold for the most part, though they largely included the Marketing & Communications Director, the VP (Finance), the AVP (Finance), and myself.

#### Future Goals

As the Finance Committee comes to propose a guideline for how we go about accepting sponsorships and donations, we’ll get a better picture for how to craft this module. The next steps require some correspondence with the Underground to get a better picture of what standards have been used in the past and what we should suggest for MSU groups for the future.

### Review Awards Committee Structure

#### Background

Currently, the awards committee structures and responsibilities have involved the Speaker for quite some time. However, award committee processes would be better off delegated to members of the BoD since they already interact with these people on a fairly regular basis, making it much simpler to strike the committees.

#### Current Status

Proposals are in the preliminary stages as the BoD comes to a concensus on which duties are best suited to whom.

#### Future Goals

I plan to propose a new system in the Winter to take effect in May.

## Supervision

As a supervisor for the majority of the MSU’s part-time supervisory staff, I’ve noted a few key tasks that I’ve been working on that relate specifically to the redesign of many of the supervisory components of VP (Aministration) role. While I’ve ommitted a large portion of the day-to-day operations, I included a few noteworthy projects that are less typical of the role.

### Facilitate PTM JD Updates

#### Background

Job descriptions (JDs) across the MSU require some serious updates. It would then come as no surprise that folks who don’t have accurate JDs often experience occupational drift, wherein they take on whatever responsibilities they feel best suit their skills and interests rather than those that the position was made for and the duties they’re expected to fulfill. Of course, this has a tremendous impact on organizational functioning, policy accuracy, and workload management, particularly for PTMs.

#### Current Status

The vast majority of PTMs have submitted proposals for new JDs that better reflect the work they actually do. The first round of feedback has already been provided to them, with positive results.

#### Future Goals

I hope to approve new JDs for all PTMs who warrant them for prior to the hiring of their positions in the early Winter term.

### Introduce PTM Hour Approval Process

#### Background

For many years, the PTM hour overage issue has plagued PTM workloads and often resulted in a large sum of work hours that haven’t received any form of authorization or compensation. Of course, this long-standing system is obviously broken and must be fixed.

#### Current Status

A new hour approval process has been introduced to ensure increased communication on work responsibilities, expectations, and the terms of employment for all PTMs. Updates are in development as I receive more feedback on the successes and challenges of the system.

#### Future Goals

I hope to create a long-term solution through the incoming PTM on-boarding process in conjunction with the Human Resources Generalist & Clubs Support and the rest of the BoD.

### Introduce Student Crisis Protocol

#### Background

Volunteers in various levels of the organization, though particularly focussed within Peer-Support Services, often receive disclosures or experience traumatic events before receiving little to no professional support. This is an unsustainable and amoral trend to let continue, as it puts students’ mental health on the line to ensure Services can operate and it allows for PTMs to bare a significant portion of that burden.

#### Current Status

I’ve been in discussions with the BoD about what advocacy methods would be most appropriate to tackle this important issue, particularly as it relates to the SWC and our vulnerable Services (i.e., EFRT, PCC, WGEN, SHEC, and Maccess).

#### Future Goals

I will continue to communicate with the SWC to try to find a system that aids in ensuring proper support for MSU volunteers.

### Review Elections Department Structure

#### Background

Currently, our Elections Department receives very little support and oversight given its current supervisory configuration. This often leads to the Chief and Deputy Returning Officers (CRO; DRO) feeling underappreciated and unprepared to perform their duties, thus contributing to poor voter turnout. I shouldn’t have to explain why this issue has become particularly important with an online semester.

#### Current Status

I’ve started scheduling more frequent meetings with CRO and DRO to discuss issues within the Elections Department and potential arrangements that could help them feel better supported in the future.

#### Future Goals

I will continue these conversations and attempt to propose a new structure by the end of my term.

### Review Service Structure

#### Background

Aside from hour logs and approvals, the general resource allocation systems in place for PTMs do not adequately support the initiatives of PTMs to carry out their mandates effectively. This often leads to very small applicant pools for PTMs and significant applications for volunteer positions where responsibilities are less extreme. This positive feedback loop will undoubtedly result in the downfall of some of our Services if left unchecked for much longer.

#### Current Status

As Service Reviews continue and PTMs provide additional feedback throughout the year, I hope to revisit what structural challenges exist within current Services and how we can reallocate resources to better support PTMs throughout their employment.

#### Future Goals

I plan to get structural changes approved by the end of the Winter term as part of my JD proposals.

## Operations

A fundamental part of my role, a large portion of my role focusses on the operations of the MSU from a structural perspective and how to best address any gaps or ineffeciences that arise. This often requires plenty of research and consultation, as well as lots of collaborative efforts from various groups, committees, or departments in the MSU, so it’s perhaps no surprise that about 50% of my YP falls under this category.

### Review Organizational Chart

#### Background

Our organizational chart has never been up to date ever since it was created for the first time (to my knowledge) last year. Since this serves as such a simple and helpful tool for organizational review and subsequent reform, I felt it necessary to update.

#### Current Status

The Human Resources Generalist & Clubs Support, Vice-President (Finance), and I updated the chart to reflect the current status of the MSU.

#### Future Goals

The chart will be circulated as an approved appendix in the early Winter term for all to access. In the meantime, feel free to email me to request it.

### Introduce New Templates

#### Background

Documents within the MSU are often put together in haphazard, nonuniform, and creative ways. Unfortunately, this leads to the unintended consequence that our memos, reports, transition documents, and various other professional articles are not as accessible, engaging, or effective as they could be. However, there’s no possible way that we could address this issue and actually improve these documents without an updated template that demands a standardized approach and allows for continuous development.

#### Current Status

I am working alongside the Speaker, the Communications Officer, the AVP (Internal Governance), the President, and the Administrative Services Coordinator to devise new document formats that can help us better communicate information within our formal internal reporting mechanisms.

#### Future Goals

I hope to have templates ready for trials in the early Winter term.

### Recreate Job Description Core Competencies

#### Background

Core competencies are the backbone of any group, department, or organization. They guide all aspects of Human Resources from hiring to transition to performance reviews. That’s why a highly subjective set of core competencies can cripple an organization into stagnation, where the strategic vision can’t effectively translate into the practices of each employee and biases seep in to the hiring process. The MSU’s core competencies were decided through market research but lack a metrical structure with which to implement them. As such, they don’t function as core competencies and rather as general adjectives to look for in applicants, which, I feel, misses the point entirely.

#### Current Status

The Administrative Research Assistant, Human Resources Generalist & Clubs Support, and I have struck the Core Abilities Working Group (CAWG) to devise a new standard for core competencies in the MSU through evidence-based practices. So far, we’ve collected and reviewed materials from campus partners (e.g., Residence Life) as well as other peer-reviewed literature sources.

#### Future Goals

The CAWG will work to decide on which core attributes best allign with the MSU’s mandates and how that will translate to a multi-level rubric for hiring. I hope to have the new hiring rubric in place by May 1st.

### Introduce NODA Review Recommendations

#### Background

The Association for Orientation, Transition, and Retention in Higher Education (formerly known as NODA) recently conducted a review of our WW structure. Since then, they provided 6 key recommendations for how we should proceed in the development of a more centralized, streamlined, and equitable first-year experience through high-level administrative changes by WW 2022.

#### Current Status

The Vice-President (Finance) and the Student Affairs’ Manager, Finance & Administration have been working to produce a full financial review of WW operations. I meet biweekly with the Student Success Centre’s (SSC’s) Director, Associate Director (Communications, Marketing and Events), and Residence Life’s Manager, Educational Initiatives & Assessment to follow-up on the recommendations provided by NODA. The Associate Director (Communications, Marketing and Events) and I have delivered presentations to both the Associate Deans of each Faculty and the Presidents of each Faculty Society on proposals for new rep and planner hiring procedures, as well as the introduction of planner salaries.

#### Future Goals

I hope to finish the training procedures for WW reps and planners by the end of my term, a full year ahead of what was agreed to in response to the NODA recommendations, while also continuing to pursue those which I will eventually hand over to my successor.

### Review PTM Transition Period

#### Background

Transition is generally a weak spot for our organization. Often transition packages are completely recycled or never completed, things are lost in translation, or folks disappear at the ends of their terms as they move on to the next stage in their lives, leaving incoming staff feeling confused and flustered. While this transitional error requires significant review across the MSU, PTMs experience this struggle to a similar level as do members of the BoD, but with much less full-time staff support and no paid overlap period during which transition can take place.

#### Current Status

So far, the bulk of my work has been in consultation with the BoD and PTMs, as well as in archival research within the MSU’s nebulous document storage systems to find previous proposals to address this topic that were never officially approved.

#### Future Goals

I have two proposals in the works to address this issue, which I will be bring to the Executive Board in the early Winter term.

### Review HR Department Restructure

#### Background

The MSU’s Human Resources Department consists of a single staff member. Believe it or not, this role didn’t even exist 2 years ago, despite the size of our organization perhaps demanding several HR staff members to cover all the needs of a team that incurs such drastic employment cycles as we do on an annual basis.

#### Current Status

I now meet regularly with the Human Resources Generalist & Clubs Support, Vice-President (Finance), and General Manager to work alongside the BoD in coming up with a proposal that addresses this issue within the MSU.

#### Future Goals

This goal must be addressed and the new structure ready to be enacted by May 1st.

### Review IT Department Restructure

#### Background

Our IT Department, as many staff members have noted, is hardly a Department. Just like our HR team, our IT consists of a single staff member who runs the whole show. Organizations of our magnitude often have multiple staff members to help advise on IT capital purchases, mange software, and provide a catered level of internal technical support. The MSU has no such luxury.

#### Current Status

I am working with the President and Network Administrator to propose a number of solutions to the BoD before deciding on a final staffing structure.

#### Future Goals

This goal must be addressed and the position(s) ready to be hired by May 1st.

# Subject-Specific Year Plan Progress

### Training

|  |  |  |
| --- | --- | --- |
| **Status** | **Frequency** | **Weighted %** |
| S0: Queued | 9 | 39% |
| S1: Research | 6 | 26% |
| S2: Execution | 4 | 17% |
| S3: Analyze | 1 | 4% |
| S4: Refine | 2 | 9% |
| S5: Complete | 1 | 4% |
| Overall | 23 | 26% |

### Governance

|  |  |  |
| --- | --- | --- |
| **Status** | **Frequency** | **Weighted %** |
| S0: Queued | 0 | 0% |
| S1: Research | 2 | 22% |
| S2: Execution | 4 | 44% |
| S3: Analyze | 3 | 33% |
| S4: Refine | 0 | 0% |
| S5: Complete | 0 | 0% |
| Overall | 9 | 42% |

### Supervision

|  |  |  |
| --- | --- | --- |
| **Status** | **Frequency** | **Weighted %** |
| S0: Queued | 0 | 0% |
| S1: Research | 1 | 14% |
| S2: Execution | 4 | 57% |
| S3: Analyze | 0 | 0% |
| S4: Refine | 1 | 14% |
| S5: Complete | 1 | 14% |
| Overall | 7 | 51% |

### Operations

|  |  |  |
| --- | --- | --- |
| **Status** | **Frequency** | **Weighted %** |
| S0: Queued | 0 | 0% |
| S1: Research | 8 | 53% |
| S2: Execution | 6 | 40% |
| S3: Analyze | 0 | 0% |
| S4: Refine | 0 | 0% |
| S5: Complete | 1 | 7% |
| Overall | 15 | 33% |