Report

From the office of the…

Vice-President (Administration)

To: Members of the Student Representative Assembly (SRA)

From: Graeme Noble, Vice-President (Administration)

Subject: SRA 20O Report

Date: February 21, 2021

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# Introduction

Hello Everyone,

Wow, how time has flown by! This is actually my first report since my year plan was submitted, so it might be a little difficult trying to make things succinct, but I’ll do my best. In short, lots of projects are coming to a close, but I’m mostly just waiting on approval for many of them. This job waits for no one, and it’s often challenging to understand the role after a year, let alone enough to explain it well after only 6 months in the position. Regardless, I’ll do my best to update any Current Status sections to reflect any changes that have occurred in the last few months since my last report, along with the Summary table.

# 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 I’m collecting feedback from key stakeholders;
   * **S4: Refine**: Feedback is being applied (where applicable) and reviewed;
   * **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 PTM Transition Period | Leader | S5: Complete | Operations |
| Review Organizational Chart | Leader | S5: Complete | Operations |
| Introduce LMS | Leader | S5: Complete | Training |
| Introduce WW Charitable Giving Policy | Supervisor | S5: Complete | Governance |
| Recreate Policy Document Organizational Structure | Supervisor | S5: Complete | Governance |
| Review Service Structure | Supervisor | S5: Complete | Operations |
| Facilitate PTM JD Updates | Supervisor | S5: Complete | Supervision |
| Introduce New Report Templates | Leader | S4: Refine | Operations |
| Introduce New Transition Document Templates | Leader | S4: Refine | Operations |
| Introduce Clubs Training Modules | Advisor | S4: Refine | Training |
| Introduce Accessibility Training Module | Leader | S4: Refine | Training |
| Recreate Sexual Violence Workplace Document | Supervisor | S4: Refine | Governance |
| Recreate Accessibility Workplace Document | Supervisor | S4: Refine | Governance |
| Facilitate MSU-Wide Volunteer Training | Leader | S4: Refine | Training |
| Review Service Review Procedures | Supervisor | S4: Refine | Operations |
| Introduce New Memo Template | Leader | S4: Refine | Operations |
| Introduce NODA Review Recommendations | Leader | S4: Refine | Operations |
| Introduce PTM Hour Approval Process | Leader | S4: Refine | Supervision |
| Review IT Department Restructure | Leader | S3: Analyze | Operations |
| Review Full-Time Employment Policy | Supervisor | S3: Analyze | Governance |
| Introduce Internal Document Management System | Advisor | S3: Analyze | Governance |
| Review Awards Committee Structure | Leader | S3: Analyze | Governance |
| Recreate Job Description Core Competencies | Supervisor | S3: Analyze | Operations |
| Introduce Planner Training Module | Leader | S3: Analyze | Training |
| Introduce PTM Hiring Training Module | Supervisor | S3: Analyze | Training |
| Review Elections Department Structure | Leader | S2: Execution | Operations |
| Review HR Department Restructure | Leader | S2: Execution | Operations |
| Introduce Course Developer Training Module | Leader | S2: Execution | Training |
| Introduce SRA Training Modules | Advisor | S2: Execution | Training |
| Introduce WW Rep Training Module | Advisor | S2: Execution | Training |
| Recreate VP (Administration) JD | Leader | S2: Execution | Governance |
| Introduce HAES Training Module | Leader | S2: Execution | Training |
| Recreate Internal Document Organization Policy | Supervisor | S2: Execution | Governance |
| Introduce Community Needs Assessment Guidelines | Advisor | S2: Execution | Operations |
| Review Full-Time Staff Transition Period | Leader | S1: Research | Training |
| 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 Sexual Violence & Disclosure Training Module | Leader | S1: Research | Training |
| Introduce Service Sponsorship Policy & Guidelines | Advisor | S0: Queued | Governance |
| 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 Competency Training Module | Leader | S0: Queued | Training |
| Introduce Data Analysis Training Module | Leader | S0: Queued | Training |
| Introduce Promotions Training Module | Leader | S0: Queued | Training |
|  |  |  |  |

# 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

Since my last report, I’ve been worked with the HR Generalist & Clubs Support, as well as the Administrative Team Research Assistant to devise a comprehensive curriculum for all Part-Time Managers (PTMs). As we wrap up a number of other projects, we’ll continue to develop training materials to suit the needs for the completion of the framework. Previous materials have been reviewed and are currently being adapted.

As well, the Administrative Services Coordinator, Executive Assistant, Speaker, and I are working to develop training materials for the incoming SRA to improve on older systems and identify opportunities for a blended educational approach. These conversations are only in the beginning stages of development and previous materials are under review.

I’ve since met with the Clubs Administrator to rekindle discussions about educational design for learning modules. I’ve been really impressed with their work and the future plans for training, as we’ve worked to outline a pedagogical framework to suit the needs of clubs in a more holistic way while incorporating feedback from over 210 club responses collected just this past fall to inform decisions moving forward. Currently, previous materials are under review and are in the works to hopefully become available early this summer to get folks started earlier than ever before.

#### 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 club finances to the MSU’s standards in accessibility: ~330 clubs, all full-time staff, all PTMs, 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, which I feel has made the case for itself in so many ways already as this work continues.

### 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

As stated in the previous point, this project is going exceptionally well and content delivery discussions are better than ever. Kudos to the new Clubs team!

#### Future Goals

Continue to develop materials and have the next round of trainings ready for this summer.

### 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

I’ve been working with community partners to bolster our learning repository. I’ve included a list below as just a few notable examples of the folks I’ve met with to create/craft this content:

* Centre for Innovation in Campus Mental Health
* Hamilton AIDS Network
* BodyBrave
* Centre for Addiction and Mental Health

Overall, organizations have been splendid to work with and many have provided their own educational modules for us to use, frequently at no extra cost. While not all materials will be mandated for each Service, the vast majority will be made available for use by volunteers and staff members across the MSU and will hopefully address many of the MSU’s issues related to educational access to necessary training.

#### 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’ll also be requesting that facilitators review questions before they are posted for future course delivery. I have yet to incorporate all of these modules into their respective A2L courses, along with other learning resources, but fully intend to do so as the year comes to a close.

### 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

*No updates to report.*

#### Future Goals

I’ll use Kate’s video series as a foundation for the construction of a module-based accessibility course that attempts to mandate the basics with opportunities for additional learning.

### 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 weekly with a working group of folks from the Student Success Centre (SSC) and Housing & Conference Services (HCS) to work on organizing a training program for this year’s reps and planners, as well as working to create a comprehensive framework for rep and planner training that aligns with McMaster’s Leadership Competencies and any additional core competency criteria that meets the needs of community.

#### Future Goals

WWAC intends to completely redesign it’s use of strategic themes and priorities to create fewer more general categories. Such principals will likely be:

1. Indigeneity, Inclusion, Diversity, Equity, and Accessibility
2. Academic Preparedness
3. Physical & Mental Wellness

Further consultation is required, but the beginnings of a framework will be in the works for next year or so. However, by the end of my term, a new curriculum will be in place for this round of planners and reps.

### 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

*No updates to report.*

#### Future Goals

We hope to have materials ready in a rough draft by the end of my term.

### 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

The 519 and Peer-Support Services have been unavailable to dedicate time to training development due to the hectic year at hand.

#### Future Goals

I will be following up with the other potential community partners soon before moving forward with curriculum development.

### 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

*No updates to report.*

#### 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

The module was approved by all parties and is currently in development.

#### Future Goals

The final module and assessment portion will be integrated by the end of my term.

### 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

I’ve added resources to this module that I’ve collected from the Educational Developers Caucus. Very little else has been done to explain the process for course development protocols.

#### Future Goals

I hope to get these guidelines and resources in their rough draft 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

*No updates to report.*

#### 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. No updates have come forward since.

### 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

*No updates to report.*

#### Future Goals

This module will likely become a small portion of the general SRA training module to be ready this term.

### 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

*No updates to report.*

#### Future Goals

I am working alongside the Board of Directors, Administrative Services Coordinator, Executive Assistant, and Speaker to create materials for SRA members to serve as comprehensive resources to promote discussion, advocacy, and engagement from the SRA. 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 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

*No updates to report.*

#### 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

*No updates to report.*

#### 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

*No updates to report.*

#### 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

*No updates to report.*

#### 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

*No updates to report.*

#### 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

*No updates to report.*

#### 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

*No updates to report.*

#### 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

*No updates to report.*

#### Future Goals

Discussions have been had with the General Manager to identify opportunities for general job reflections or summaries to instil the same sentiment of a transition package while also making it more into a learning exercise.

## 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

It’s being proposed at today’s meeting, so please approve it!

### 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 by the end of my term to increase 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

This policy has now become two policies: one Operating Policy and one Employment Policy. The former hopes to tackle any accessibility standards as it relates to customer service and how the MSU interacts with external parties while the latter focuses more on what approach the MSU will take to provide accommodations for its volunteers and staff. The Employment Policy is in the final stages of review while the Operating Policy is slightly behind that.

#### Future Goals

I hope to finalize both of these documents by the end of my term.

### 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

Done.

### 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

After creating and finalizing the MSU’s Employment Policy, the University agreed to write up a Memorandum of Understanding (MOU) with the MSU to formalize the collaborative nature of the new sexual violence response protocol. We’ve since met with the University’s legal team, as well as key administrative stakeholders in Student Affairs, EIO, and Case Management.

#### Future Goals

We’re now waiting on feedback about the status of MOUs at other universities before we get started with the drafting process. I hope to have the Employment Policy approved by the end of my term and the MOU in at least the rough stages of development.

### 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

*No updates to report.*

#### Future Goals

I plan to finish this goal by the end of my term and will not settle for anything less. This might have been complicated by the fact that I completely changed the new JD template, but the goal remains the same.

### 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. We’ve recently incorporated the Accounting and Education & Advocacy Departments into the conversation.

#### 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. I also hope to have a rough outline for the operations of this system in writing with relation to naming conventions and organization by the end of my term.

### 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

*No updates to report.*

#### 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. As noted above, I’d like to get this done by the end of my term, at least as a small change to push things in the right direction in future years.

### 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

*No updates to report.*

#### Future Goals

*No updates to report.*

### 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

Recent Service Reviews have brought interesting possibilities to light that may address major issues with our current system in a number of clever ways.

#### 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 PTM JDs have been updated and approved, with new Assistant Directors added the all Peer-Support Services and MSU Spark.

#### Future Goals

All JD reviews will likely see subsequent reviews next year as they are start their trial phases.

### 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

*No updates to report.*

#### Future Goals

*No updates to report.*

### 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

*No updates to report.*

#### Future Goals

The SWC doesn’t seem to think this is a priority, so we’ll have to try and address this in other ways or continue to push for this to happen through University support.

### 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

*No updates to report.*

#### Future Goals

*No updates to report.*

### 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

Done.

## 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

Done.

#### Future Goals

I have been in conversations with the Underground to make org charts clearly available on the MSU website for individual Services and as part of a holistic graphic.

### 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

So far, I’ve worked with others in the MSU to create templates for:

* Job Descriptions
* EB Reports
* Hour Trackers
* Budget Trackers
* Social Media Trackers
* Service Reviews

I’m currently working on making templates for:

* Transition Reports
* SRA Reports
* Memos

If you have any ideas, please let me know so I can incorporate them into the designs.

#### Future Goals

I hope to have all templates ready for the end of my 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 into 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 Core Abilities Working Group (CAWG) has been doing an excellent job working with the materials provided to create a robust rough outline of what core competencies the MSU should use to really lay the groundwork for all of our HR functions and the direction of the organization. So far, we’ve been having discussions about how different departments and roles require unique competencies, how ours might compare to the University’s, and the core attributes of all MSU staff.

#### Future Goals

The CAWG will work to decide on which core attributes best align with the MSU’s mandates and how that will translate to a multi-level rubric for hiring. I’ve helped to create and adapt a set of hiring practices with the SSC and HCS for MSU use and have been slowly moulding it to suit our organization’s needs and integrate feedback from hiring boards and new hires. I hope to have the rough structural work done for the CAWG to ensure a smooth transition to next year’s CAWG.

### 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

There’s honestly too much to report to get into any real detail. All of the recommendations are in effect in one way or another, far ahead of the scheduled timelines, with various working groups operating on a regular basis to ensure all work is done in collaboration with all affected parties. Regular communication has been established with Faculties, Faculty Societies, and various key stakeholders to ensure everything goes according to plan. Couldn’t be happier with how things are going so far.

#### Future Goals

As I will never see the entirety of this project come to life, I can’t wait to pass these things off 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

All PTM transition periods and procedures have been drastically improved to include paid positional overlap, heavy reductions in unpaid work periods, increased transition report standards, and vastly superior training practices. All of this has been approved at the EB level for all Service Coordinators and Directors.

#### Future Goals

The few incoming PTMs that have been hired were thrilled to hear about the amount of support and structure that the new process adds to the equation. I’m excited to see how it goes!

### 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

*No updates to report.*

#### Future Goals

This goal must be addressed and the new structure ready to be enacted by May 1st. I just wish there was more time.

### 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

All JDs have been given the go-ahead by the Network Administrator and will be under review for a short while before they go the Board of Directors for the final decision.

#### Future Goals

This goal must be addressed and the positions 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% |

Best wishes,



**Graeme Noble**

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