

ASEC POLICY MANUAL



PROPOSED FOR RATIFICATION MARCH 21, 2021

ASEC Policy Manual



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Preamble

This manual is referred to in the Alberta Students' Executive Council bylaws and outlines the policy of ASEC.

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

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

The Executive Director shall keep in their possession a copy of this document.

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

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Administration

1) Contact Information

- a) Address:
 - i) 210, 11520-100 Ave NW, Edmonton, AB, T5K 0J7
- b) Phone Number:
 - i) (780) 756-4500
- c) Website:
 - i) www.albertastudents.ca

2) Office Hours

- a) With the exception of holidays, the standard hours of operation for the ASEC Home Office shall be 9:00 am to 4:00 pm (GMT-07:00), Monday through Friday.
- b) Other exceptions to this office hour schedule shall be authorized by the Executive Director and notice given to the membership.

3) Policy Manual Review

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

4) Membership Fees

- a) Membership Fees shall be collected as described in the Bylaws.
- b) If fees are based on institutional FLE's, the latest numbers reported by the Government of Alberta shall be used to calculate the total cost per institution.
- c) The Fee shall rise by the fifteen (15) year rolling average Alberta inflation rate, in accordance with ASEC's fiscal year.
- d) The fifteen (15) year rolling average Alberta inflation rate shall be calculated as the geometric mean of the most recently available fifteen (15) years of Alberta annual inflation rates.

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- e) The Alberta annual inflation rate shall be calculated as:

(a-b)/b

Where:

a = the sum of the most recent reported monthly Alberta CPI from May to April.

b = the sum of the previous year's reported monthly Alberta CPI from May to April.

- f) Membership fees shall be paid in two (2) equal instalments due by July 31 and January 31 of the academic year. Different payment frequencies may be arranged only by making a direct request to the Director of Operations and Finance.
- g) Members shall be considered in good standing if they have paid, or have a payment arrangement on file, by the payment deadlines.

5) Delegate Fees

- a) The delegate fees for ASEC conferences shall be determined by the Executive Director.
- b) Delegate fees will not exceed \$350 (excluding transportation and accommodation) unless approved by the Board of Directors.
- c) The conference surplus/deficit will be determined by the Executive Director once all delegate fees are collected and incurred conference expenses paid. This information shall be submitted with the annual draft budget.
- d) The fees from delegates that cancel as late as five (5) business days or later prior to the start of any conference shall not be refunded.
- e) The Executive Director and other ASEC staff members will not incur any delegate fees.
- f) Any surpluses from delegate fees will be used to offset shortfalls incurred by unforeseen conference expenses in the future.

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Governance

6) Board of Directors

- a) The incoming Board of Directors (Officers) will participate in a board retreat and receive a copy of the following information:
 - i) ASEC Bylaws;
 - ii) Audited financials;
 - iii) Approved budget and approved strategic document; and
 - iv) Advocacy document.
- b) This transition must occur once the new Board of Directors are elected.

7) Board of Directors Elections

- a) The Board of Directors shall be elected and serve their term as outlined in the Bylaws.
 - i) Two voting members of the ASEC Board of Directors for each ASEC sector shall be selected through election.
 - ii) Any elected student leader from an ASEC Member Association in good standing may fill out an ASEC Election Nomination Form.
 - iii) After submitting a completed ASEC Election Nomination Form, prior to the deadline, an elected student leader will be considered a candidate.
 - iv) A candidate shall be given the opportunity to submit a two-to-three-minute campaign video.
 - v) A candidate shall be given the opportunity to submit a four-hundred-to-five-hundred-word campaign statement.
 - vi) A candidate shall be given the opportunity to submit a headshot no larger than 3" X 2".
 - vii) All campaign materials must be submitted prior to 11:59 PM on the second day of the Leadership conference.
 - viii) ASEC staff shall assemble and release, no later than 24 hours after the deadline, an electronic voting platform to display all candidate campaign materials submitted prior to the deadline.
 - ix) There shall be a voting window of at least two hours for member's delegates to cast their vote.
 - x) Results of the election will be announced shortly after the voting period closes.
- b) ASEC shall make available an ASEC Election Nomination Form to any elected student leader from a Member Association in good standing with the following components:
 - i) Candidate's Name and Title
 - ii) Candidate's Member Association

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- iii) Five (5) endorsement lines
- iv) The following declaration: "I declare that, if selected for the ASEC Board of Directors, I will accept the position and fulfill the duties required to the best of my ability. I declare that all information contained on this form is truthful and accurate to the best of my knowledge."
- v) Candidate Signature Line.
- vi) Date Line.
- c) An ASEC Election Nomination Form will not be considered completed unless there are the required number of endorsements from other members:
 - i) Endorsements from 50% (rounded down) of the candidate's own sector.
 - ii) Endorsements from a member in each of the remaining sectors.
- d) ASEC shall accept any ASEC Election Nomination Form that has been completed, signed, dated, and submitted to head office before the submission deadline.

8) Open Democracy Lottery

- a) Two voting members of the ASEC Board of Directors shall be selected through sortition allocation:
 - i) Any elected student leader from an ASEC Member Association in good standing may fill out an ASEC Open Democracy Nomination Form.
 - ii) The potential candidate will receive an equal number of ballots corresponding to the number of self-identity declarations indicated on the ASEC Open Democracy Nomination Form.
 - iii) Each ballot shall have a unique numeric value assigned to it and recorded in an electronic spreadsheet.
 - iv) Numeric values will start at one (1) and work up consecutively until the last ballot (N) is assigned a value.
 - v) Using a random number generator, a unique number between 1 and N will be selected.
 - vi) The candidate whose name corresponds to the selected number shall be offered the position of Board member if not already on the Board of Directors.
 - vii) This process will repeat until both positions are filled.
 - viii) The lottery shall occur after the announcement of the ASEC Board of Directors Elections results, but before the end of the Leadership conference.
 - ix) The process will be recorded for election integrity purposes.
- b) ASEC shall make available an ASEC Open Democracy Nomination Form to any elected student leader from a Member Association in good standing with the following components:
 - i) Candidate's Name and Title.

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- ii) Candidate's Member Association.
- iii) The following question: "Do you self identify as belonging to a group that is underrepresented in Society due to:"
- iv) A table with the following categories in one column and a check box in the adjacent column:
 - Gender identity
 - Sexual identity
 - Disability
 - Race and/or culture
 - Faith (or no faith)
 - Indigenous heritage
 - Immigration status
- v) The following declaration: "I declare that I self-identify as belonging to the group(s) indicated above. I declare that, if selected for the ASEC Board of Directors, I will accept the position and fulfill the duties required to the best of my ability. I declare that all information contained on this form is truthful and accurate to the best of my knowledge."
- vi) Candidate Signature & Date Line.

9) Chair and Vice Chair

- a) ASEC shall elect a Chair of the Board of Directors each year at the Board Retreat with the following responsibilities:
 - i) Non-voting unless in the case of a tie vote
 - ii) Presides over Board meetings and ensures proper order
 - iii) May delegate meeting facilitation duties as required
 - iv) Chair of the ASEC Executive Director Compensation and Review Standing Committee
 - v) First designate for media availabilities, press releases, or other external communications
 - vi) Responsible for the Chair email account communications and maintenance
 - vii) Fostering leadership and accountability amongst the Board and Membership
- b) ASEC shall elect a Vice-Chair of the Board of Directors each year at the Board Retreat with the following responsibilities:
 - i) The designated replacement for the Chair should the Chair become unable to fulfill their duties and responsibilities

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- ii) A regular voting member of the Board except when called upon to stand-in for the Chair
- iii) The Chair of the ASEC Finance Standing Committee
- iv) The second designate for media availabilities, press releases, or other external communications
- v) Responsible for the Vice-Chair email account communications and maintenance

10) Chair and Vice Chair Elections

- a) The Chair and Vice Chair shall be elected during a special meeting of the Board of Directors at the Board Retreat following the Leadership Conference.
- b) All voting Directors of the Board are eligible to be Chair or Vice Chair.
- c) Before voting, Directors will be given an opportunity to opt-out of consideration.
- d) The Chair and Vice Chair will be elected by secret, ranked choice ballot.
- e) Each Director shall rank the members of the Board of Directors who remain in consideration.
- f) Directors shall receive a number of points from each ballot equal to the inverse of their rank on that ballot.

E.g., if ranked 1st, 3rd, and 4th on three ballots, the Director would receive $1/1=1$ point, $1/3=0.33$ points, and $1/4=0.25$ points respectively for a total of 1.58.

- g) The Director with the most points will be declared Chair of the Board.
- h) The Director with the second most points will be declared Vice Chair of the Board.

11) Federal Student Advocacy Alliance Representatives

- a) ASEC shall elect two Federal Student Advocacy Alliance Representatives each year at Leadership conference with the following responsibilities:
 - i) Represent Alberta Students on the national stage.
 - ii) Meet with Members of Parliament, government bureaucrats, and other federal stakeholders.
 - iii) Be the Alberta representative to the Federal Student Advocacy Alliance.
 - iv) Attend and participate in regular Lobby Team meetings.
 - v) Submit meeting minutes, advocacy notes, and other relevant documents.
 - vi) Report back to membership on progress and achievements.
- b) An elected Federal Student Advocacy Alliance Representative must complete all required federal advocacy and lobby team training and must become ASEC Federal Advocacy Certified.

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12) Federal Student Advocacy Alliance Representative Elections

- a) The Federal Student Advocacy Alliance Representatives shall be elected and serve their term as outlined in the Bylaws.
 - i) Two Federal Student Advocacy Alliance Representatives shall be selected through election.
 - ii) Any elected student leader from an ASEC Member Association in good standing may fill out an ASEC Federal Student Advocacy Alliance Representatives Nomination Form.
 - iii) After submitting a completed ASEC Federal Student Advocacy Alliance Representatives Nomination Form prior to the deadline, an elected student leader will be considered a candidate.
 - iv) A candidate shall be given the opportunity to submit a two-to-three-minute campaign video.
 - v) A candidate shall be given the opportunity to submit a four-hundred-to-five-hundred-word campaign statement.
 - vi) A candidate shall be given the opportunity to submit a headshot no larger than 3" X 2".
 - vii) All campaign materials must be submitted prior to 11:59 PM on the second day of the Goals conference.
 - viii) ASEC staff shall assemble and release an electronic voting platform to display all candidate campaign materials submitted prior to the deadline no later than 24 hours after the deadline.
 - ix) There shall be a voting window of at least two hours for member's delegates to cast their vote.
 - x) Voting delegates may cast their ballot on the electronic voting platform once voting opens.
 - xi) Results of the election will be announced shortly after the voting period closes.
- b) ASEC shall make available an ASEC Federal Student Advocacy Alliance Representative Nomination Form to any elected student leader from a Member Association in good standing with the following components:
 - i) The nomination form will require 10 signatures, either electronic or handwritten
 - ii) There must be a minimum of two signatures per sector
 - iii) The nomination form must be submitted no later than five (5) business days before the Leadership conference
 - iv) The following declaration: "I declare that, if selected, I will accept the position and fulfill the duties required to the best of my ability. I declare that all information contained on this form is truthful and accurate to the best of my knowledge."
 - v) Candidate Signature & Date Line.

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13) Committees

- a) The ASEC Board of Directors and the ASEC Members' Delegates may strike an ad hoc committee for any relevant purpose to ASEC's mission.
- b) Committees will be governed by the Terms of Reference established for each committee.
- c) The ASEC Board of Directors shall have two standing committees:
 - i) Executive Director Compensation and Review;
 - ii) Finance.
- d) The ASEC Members' Delegates shall have two standing committees:
 - i) Equity, Diversity, and Inclusion, and;
 - ii) Board of Governors Representatives.

14) Strategic Planning

- a) Immediately following the Alberta provincial election, the Executive Director shall draft a strategic plan for membership to approve.
- b) The strategic plan shall be made for a period ending on the next Alberta provincial election date.
- c) The strategic plan shall have the following components:
 - i) SWOT analysis;
 - ii) PEST analysis;
 - iii) Summary of the elected party's policies and platform;
 - iv) Goals;
 - v) Approach, and;
 - vi) Risks.
- d) The strategic plan shall inform the communications plan, Lobby Team, lobby document, and ASEC's advocacy work.
- e) The strategic plan shall not take effect until approved by membership.

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Advocacy

15) Government Relations Strategy

- a) A Government Relations Strategy may be created by the Executive Director in conjunction with designated ASEC staff and will be approved by the Board of Directors at the Goals Conference.
- b) The Government Relations Strategy will outline the top priorities of ASEC, as well as the techniques that will be used to achieve the priorities. These techniques may include, but are not limited to lobby weeks, a lobby document, and earned media events.
- c) ASEC will be responsible for the creation of any external policy documents for priorities outlined in the Government Relations Strategy that do not already have corresponding external policy documents.

16) Lobby Document

- a) A lobby document may be created and distributed to government outlining, supporting, and explaining ASEC's position on its adopted priorities.
- b) The lobby document must always reflect ASEC's adopted policies.
- c) The creation of a lobby document must be commissioned by the membership as a component of the Government Relations Strategy.
- d) The lobby document shall be written by a designated ASEC staff or by a hired contractor.
- e) Final approval of the lobby document will rest with the Membership.

17) Advocacy Meeting Types

- a) Constituency Lobby Meeting
 - i) A meeting between a member association and their local representative at the municipal, provincial, or federal political level.
 - ii) ASEC home office, in partnership with the FSAA where applicable, shall make all reasonable attempts to book meetings between member associations and their local representatives at the municipal, provincial, and federal levels.
- b) Provincial Lobby Meeting
 - i) A meeting between the Lobby Team and any level of the Government of Alberta, partner community organizations, other provincial student groups, etc.
 - ii) To participate in Provincial Lobby Meetings, student leaders must be an official member of the Lobby Team.
- c) Federal Lobby Meeting

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- i) A meeting between ASEC Federal Advocacy Certified Lobby Team members and any level of the Government of Canada, national partner community organizations, intra-provincial student groups, etc.
- ii) To participate in Federal Lobby Meetings, student leaders must be ASEC Federal Advocacy Certified

18) Advocacy Policy Development

- a) External policy will be related to Alberta's Post-Secondary Education system and will not be used to endorse partisan politics.
- b) External Policy documents will be drafted by ASEC and approved by the Membership.
- c) External Policy documents will represent ASEC's official position and inform the representatives of ASEC in communications with the Government and other agencies.
- d) ASEC will engage in a policy cycle with the following stages:
 - i) Issue Identification – Leadership Conference
 - Problems, concerns, and challenges facing the student movement will be identified.
 - Newly identified policy topics will be recorded and put forward for development.
 - ii) Priority Selection – Goals Conference
 - Advocacy priorities for the year shall be selected from the developed policies in the ASEC Policy Manual.
 - The chosen priorities for the year shall be used in the creation of the annual lobby document and shall inform the work of the lobby team.
 - iii) Development – Ongoing
 - Advocacy topics which have been identified as significant will be developed into official policy.
 - The Lobby Team will lead the policy development process with input from membership.
 - iv) Elaboration and Implementation – Lobby Weeks
 - The Lobby Team will advocate for the adoption of official ASEC advocacy policies during the provincial and federal advocacy weeks.
 - v) Evaluation – Assessment Conference
 - Progress on standing Advocacy Priorities will be reported on by the Lobby Team.
 - vi) Adoption – Assessment Conference
 - Newly developed advocacy policy must be added to the ASEC policy manual by simple majority vote of the ASEC members' delegates.

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19) Lobby Team

- a) The Lobby Team shall meet a minimum of once per month either in person or through teleconferencing, except for the months of May and December.
- b) Only student leaders and ASEC staff who are members of the Lobby Team shall be permitted to participate in Provincial Lobby meetings.
- c) Any elected student leader from a member in good standing may join the Lobby team after completing all listed requirements:
 - i) Complete all required ASEC training courses:
 - Media Relations;
 - Professional Advocacy;
 - ASEC Fundamentals;
 - ASEC Policy;
 - History of the Student Movement, and;
 - Political Science Fundamentals.
 - ii) Apply for Lobby Team status with the ASEC home office.
- d) Only ASEC staff and student leaders who are ASEC Certified in Federal Advocacy shall be permitted to participate in Federal Lobby meetings.
- e) Any elected student leader from a member in good standing may become ASEC Certified in Federal Advocacy after completing all listed requirements:
 - i) Be a regular member of the Lobby Team.
 - ii) Complete all required ASEC Federal Advocacy training courses:
 - Federal Jurisdiction;
 - Federal Political Environment;
 - FSAA Fundamentals, and;
 - FSAA Policy.
 - iii) Apply for certification with the ASEC home office.
- f) Any elected student leader from a member in good standing may become ASEC Certified in the following areas:
 - i) Open Educational Resources;
 - ii) Postsecondary Affordability;
 - iii) Student Mental Health, and;
 - iv) Postsecondary Accessibility.
- g) To be ASEC Certified in a particular policy area a student leader must:
 - i) Be a regular member of the ASEC Lobby team;

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- ii) Complete all coursework for the topic area, and;
- iii) Apply for certification with the ASEC home office.
- h) All lobbying performed by the Lobby Team shall be informed by the policies of ASEC, the policies of FSAA, and the Lobby Documents.
- i) Any member of the Lobby Team may be removed if that member is deemed by the Lobby Team to represent ASEC in a manner that is improper, unbecoming, or likely to undermine the interests or reputation of ASEC.

20) Advocacy Policies

- a) Provincial
 - i) Tuition
 - ASEC calls on the Government of Alberta to improve post-secondary education affordability for Alberta families, and;
 - Pass legislation and regulation to limit average tuition per student to increase by the long run rate of inflation:
 - (a) The long run rate of inflation to be determined using:
 - (i) The Bank of Canada target inflation rate of 2%, or;
 - (ii) The 15-year rolling average Alberta inflation rate.
 - ii) Consultation
 - ASEC calls on the Government of Alberta to amend the tuition and fees regulation, requiring institutions to provide meaningful consultation.
 - ASEC calls on the Government of Alberta to add section 8(3) to AR 228/2018:
 - (a) If a board fails to comply with any requirements described in section 8, average tuition fees and mandatory non-instructional fees per student will remain unchanged from the previous academic year.
 - iii) Open Educational Resources
 - ASEC calls on the Government of Alberta and Post-Secondary Institutions to provide more support for non-traditional learners, and;
 - Create and maintain a database of existing OERs Include OER uptake as a funding metric for institutions, and;
 - Provide grant funding for the development of new OERs for common courses.
 - iv) Alberta Transfer System
 - ASEC calls on the Government of Alberta and Post-Secondary Institutions to provide more support for non-traditional learners, and;
 - Overhaul transfer system to resemble the British Columbia Block Transfer System, and offer up to 2 years automatic credit given for previous credentials.

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v) Student Mental Health

- ASEC calls on the Government of Alberta and Post-Secondary Institutions to standardize and improve health and safety on campus, and;
- Make the Campus Mental Health Grant a permanent line item in the Ministry's budget, and;
- Index the Campus Mental Health Grant to the long-run rate of inflation.

vi) Campus Sexual Violence

- ASEC calls on the Government of Alberta and Post-Secondary Institutions to standardize and improve health and safety on campus, and;
- Encourage institutions to standardize survivor-centric policies on campus relating to gender and sexual-based violence and racial and cultural discrimination.

vii) Student Accessibility

- ASEC calls on the Government of Alberta and Post-Secondary Institutions to provide more support for non-traditional learners, and;
- Standardize policies regarding online learning, virtual safety, and digital literacy, and;
- Encourage asynchronous learning techniques and self-paced learning options, and;
- Include training on academic integrity and the Canadian academic culture in credit programming, and;
- Invest in infrastructure to improve rural broadband capacity and speed.

viii) Work Integrated Learning (WIL)

- ASEC calls on the Government of Alberta and Post-Secondary Institutions to support programs that meet industry demand for skills and experience, and;
- Create a database of Work-Integrated Learning and Community-Service Learning (CSL) opportunities, and;
- Encourage the integration of WIL and CSL opportunities into existing programs, and;
- Encourage Learning-Integrated Work (LIW) opportunities for fully-employed members of the workforce, encouraging "upskilling" and "reskilling", and;
- Create Micro-Credential programs to promote relevant skills, and;
- Incentivize employers to participate in WIL, CSL, and LIW through grants, tax incentives, and preferred partner status.

ix) Student Aid

- ASEC calls on the Government of Alberta to improve post-secondary education affordability for Alberta families, and;
- Reduce the interest rate on Alberta student loans to 0%.

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x) Alberta Graduate Retention Program

- ASEC calls on the Government of Alberta to implement the Alberta Graduate Retention tax rebate for resident Alberta graduates who:
 - (a) reside and work in Alberta;
 - (b) have recently completed a recognized credit program, and;
 - (c) have obtained a certificate, diploma, applied degree, undergraduate degree, or journey person certification.
- The program must offer the following tax incentives over ten (10) years:
 - (a) Certificate - \$300/year
 - (b) Diploma - \$640/year
 - (c) Applied Degree - \$1,500/year
 - (d) Undergraduate Degree/Trades Certificate - \$2,000/year

xi) Systemic Sustainability

- ASEC calls on the Government to provide stability to the post-secondary system through streamlined governance and sustainable funding, and;
- Maintain or increase operational funding at current levels, and;
- Index funding to the long-run rate of inflation plus enrolment, and;
- Streamline the current 6 sector model into:
 - (a) Universities;
 - (b) Polytechnics;
 - (c) Colleges, and;
- Create a sector-wide strategic governance layer that allows for institutions to share resources, combine similar services, and coordinate collaboration.

b) Federal

i) That the Federal Government of Canada implement:

- The creation of an expedited pathway to permanent residency for international student graduates of Canadian post-secondary institutions;
- Increased support for indigenous students and increased PSSSP funding;
- Investment in rural broadband internet infrastructure across Canada;
- The creation of a paid Canadian student internship program, and;
- Removal of interest payments on Canadian federal student loans, and student loan procedure reform.

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Finance

21) Budget

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

22) Audit

- a) At all times, ASEC shall have an auditor appointed by the Membership and put forward to the Board of Directors for approval, on a yearly basis.
- b) In the event that ASEC does not have an auditor, the Board shall appoint a qualified auditor for ASEC upon recommendation from the Executive Director.
- c) As soon as practicable after the end of each fiscal year, the auditor of record shall prepare an audited financial statement of all ASEC accounts for the preceding fiscal year.

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- d) ASEC will take all measures to have the audited financial statements ready to present to the Board of Directors for approval at the Leadership Conference. In the event that the audited financial statements are not prepared for the Board of Directors' approval at the Leadership Conference, ASEC shall have audited financial statements to the Board of Directors for approval no later than the Goals Conference.
- e) Upon approval of the audited financial statements by the Board of Directors, the Executive Director and the third-party accountant shall sign those statements on behalf of ASEC.
- f) In the event that the audit contains areas of concerns/recommendations for improvement, the Executive Director in consultation with the Board of Directors, will produce a strategic plan to ensure next year's audit overcomes the stated concerns.

23) Deficits & Surpluses

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

24) Lending & Borrowing

- a) ASEC shall not lend money.
- b) ASEC may:
 - i) Borrow funds on the credit of ASEC for an operating line of credit up to the amount allocated as specified in the Bylaws;
 - ii) Issue, sell, or pledge obligations of ASEC for credit.
- c) ASEC may only borrow money with the authorization of the Membership.
- d) A resolution by the Membership to approve a loan under this section is required and must include the following:
 - i) The funds to be borrowed;
 - ii) The purpose for which the funds are borrowed;
 - iii) Terms and conditions of the loan;

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

25) Signing Authority & Officers

- a) There shall be four (4) signing authorities for ASEC. These signing authorities shall consist of:
 - i) The Executive Director
 - ii) One (1) ASEC Staff member, excluding the Director of Operations and Finance
 - iii) Two (2) Board of Directors
- b) All ASEC cheques shall have two signatures.
- c) The Executive Director, with advice from the third-party accountant, shall establish procedures for the financial administration of ASEC.
- d) With the exception of cheques, all contracts including sponsorship contracts, memorandums of understanding, leases and all other legal documents must be jointly signed by the Executive Director and the Board of Directors.

26) Emergency Expenditures

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

27) Capitalization, Depreciation, and Disposal

- a) ASEC shall capitalize any and all assets, or group of assets, that are purchased for \$500 or more and that have an economic useful life greater than one year
- b) ASEC's capital assets shall be classified as one of three distinct asset categories according to the following definitions:
 - i) Long Run:

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- Capital assets with a useful life greater than five years.
 - Long Run Capital Assets shall be depreciated using the relevant rate of Capital Cost Allocation for the corresponding class as defined by the Canadian Revenue Agency.
- ii) Medium Run:
- Capital assets with a useful life less than or equal to five years but greater than three years.
 - Medium Run Capital Assets shall be depreciated using the straight-line method of depreciation.
- iii) Short Run:
- Capital assets with a useful life of less than or equal to three years.
 - Short Run Capital Assets shall be depreciated using the double declining method of depreciation.
- c) The Executive Director shall submit a recommendation for required capital goods or services in excess of five thousand dollars (\$5,000) to the Board of Directors.
- d) The Board of Directors shall have the power to approve expenditures up to ten thousand dollars (\$10,000) per recommendation, expenditures higher than ten thousand dollars (\$10,000) per recommendation shall be approved by the Membership.
- e) Once property of ASEC has been fully amortized and is rendered of no use to the organization, it shall be disposed of in the most economical friendly fashion within the confines of economical disposal costs.

28) Cash Management

- a) ASEC shall maintain a minimum of two months of the average working capital requirements as cash in the ASEC current account.
- b) All other liquid funds remaining in the current account will be used to purchase cashable GICs.
- c) At the beginning of each month, cashable GICs will be redeemed in an amount required to replenish the two-month working capital requirement.

29) Reserve Funds

- a) The Board of Directors must approve any changes to the usage of the externally restricted reserve and investment funds in advance by special resolution.
- b) In accordance with Canadian Generally Accepted Accounting Principles (GAAP), any revenue, except grants, received but not expended in a particular fiscal year must be invested in accordance with the organization's investment policy and recorded as revenue in the year in which expenditures are incurred.

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- c) The purpose of the reserve account is to offset operational costs in the event of a deficit or an inability of the organization to meet its contractual obligations.
- d) This will be an internally restricted fund, designed to ensure sufficient resources to meet contractual obligations with insurance brokers, companies, and employees.
- e) The revenue sources for the reserve account will include:
 - i) An annual allocation from the general and operating budget to be voted upon by the Board of Directors at the Assessment Conference;
 - ii) Any surpluses from operations not dispersed into the investment accounts as voted upon by the Board of Directors at the Assessment Conference;
 - iii) Any contributions to the fund decided by the Board of Directors upon the recommendation of the Executive Director; and
 - iv) Investment income earned on the segregated bank and investment accounts for the Reserve Fund.
- f) Only the following payments are authorized from the segregated investment and bank accounts for reserve funds:
 - i) Board of Directors approved transfers to pay contractual obligations; and
 - ii) Board of Directors approved transfers to eliminate a deficit.
- g) ASEC shall purchase fixed term GICs ranging from one-to-five-year maturities in equal increments, keeping 25% of the reserve fund held in a long-term cashable GIC.
- h) Once a GIC matures, the principal and interest will be reinvested in a new five-year GIC.

30) Investments

- a) The purpose of this policy is to establish a distinct asset mix for ASEC while ensuring modest financial growth.
- b) The organization shall steward a membership approved, low risk portfolio. The organization shall only deal with Chartered banks and insured brokerage firms.
- c) The organization invests funds for the purposes of reserve growth and sustainability.
- d) The organization shall maintain a balance of liquid and non-liquid investments for the purposes of accessibility or in case of an emergency situation.
- e) Investment:
 - i) Liquidity: A minimum of twenty-five (25) percent of the holdings are to be kept accessible to the membership in the form of cash or cash equivalents;
 - ii) Risk: The investment accounts are to be kept low risk meaning that there is no chance for any loss of principle. For example: Guaranteed Investment Certificates (GIC), Treasury Bills, or savings bonds. Investments shall be broadly diversified to reduce risk;

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- iii) Terms of Investment: To maintain congruence with the strategic plan, no investment's term should exceed five years. To ensure liquidity requirements, a balance of short versus long term investments should be held.

31) Credit Card

- a) ASEC will provide a business expense credit card to the Executive Director.
- b) The Executive Director may issue additional cards to permanent staff at their discretion.
- c) The credit card will have a limit no larger than five thousand dollars (\$5,000) and will be used for travel and conference expenses, activity or lobby expenses, and any other day to day business expenses.
- d) No personal purchases will be made with the ASEC business credit card.
- e) Any credit card misuse may result in dismissal or other disciplinary action.
- f) ASEC has the right to request the return of and cancellation of a card where the account is consistently not kept current, or where the issuing company requests the cancellation and return of the card. The card must also be returned upon completion of term, contract, or termination of employment with ASEC.
- g) It is the responsibility of the Executive Director to ensure the credit payments are made in full by the due date of the monthly statement.
- h) Staff members in possession of ASEC credit cards are responsible for submitting a monthly VISA report to the Director of Operations and Finance who will review it for accuracy and completeness.
- i) The Executive Director will review and approve the staff's VISA reports, and the Board of Directors' Finance Sub-Committee will review and approve the Executive Director's VISA reports.
- j) To maintain internal controls and reduce the risk of error and/or inappropriate actions, the Director of Operations and Finance shall not be issued a credit card and shall not have signing authority with regards to ASEC's bank accounts or transfers of capital.

32) Expense Claims & Reimbursements

- a) Reasonable claims for expenditures and purchases made by a representative or employee of ASEC may be reimbursed in part or in full for the following:
 - i) Parking and taxi fees;
 - ii) Meals which unavoidably exceed the allowance; and
 - iii) Other necessary expenses in excess of the daily allowance.
- b) Reimbursement claims must be submitted to the Executive Director through an Expense Reimbursement form for approval.

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- c) Reimbursements or expense claims will be honoured when accompanied by an official receipt. If an expense claim is submitted without a legible receipt, the Executive Director must approve a Missing Receipt Form filled out by the employee.
- d) The ASEC Home Office must receive expense claims within ninety (90) days of the purchase or expenditure date to qualify for reimbursement.
- e) Travel requests for reimbursement must be submitted to and approved by the Executive Director prior to travel on an Expense Reimbursement form
 - i) ASEC shall reimburse requests for mileage or reimbursement claims based on kilometers travelled at the prescribed CRA Automobile Allowance Rate.

33) Per Diems

- a) Employees of ASEC shall be entitled to a per diem to cover expenses while conducting ASEC business outside the city in which the ASEC home office is located.
- b) Per Diem rates shall coincide with the Alberta government standard rates.
- c) Departures:
 - i) Before 10am will qualify for a breakfast per diem;
 - ii) Between 10am and 2pm will qualify for a lunch per diem; and
 - iii) Between 4pm and 8pm will qualify for a dinner per diem.
- d) Relevant reimbursable expenses incurred by ASEC will be deducted from an employee's per diem.

34) Internal Procurement Policy

- a) When purchasing any capital assets, or any products or services of over \$500, ASEC staff shall fill out the Internal Procurement Form in order to evaluate the cost, value, and urgency of the purchase.
- b) When procuring products or services of \$4000 or more and which might be used over multiple years, ASEC staff shall go through a Request for Proposal (RFP) process and:
 - i) Establish evaluation criteria;
 - ii) Obtain quotes from a minimum of three (3) suppliers/service providers;
 - iii) Evaluate quotes against criteria;
 - iv) Select the highest scoring vendor, and;
 - v) Document this process using the RFP template document, an RFP Scoring sheet, and any other documentation necessary depending on each case.

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Marketing & Communications

35) Brand Identity

a) Classifications

i) Geography

- Metro
 - (a) Any school located predominantly in Edmonton or Calgary.
 - (b) 47% of ASEC membership
- Urban
 - (a) Any school located in a jurisdiction defined as a “city” not including Edmonton or Calgary.
 - (b) 24% of ASEC membership
- Regional
 - (a) Any school serving a jurisdiction not defined as “city”.
 - (b) 29% of ASEC membership

ii) Function

- University
 - (a) 24% of ASEC membership
- Polytechnic
 - (a) 12% of ASEC membership
- College
 - (a) 65% of ASEC membership

iii) Size

- Large Sector
 - (a) 29% of ASEC membership
 - (b) Greater than 4746 FLEs
- Medium Sector
 - (a) 35% of ASEC membership
 - (b) Greater than 1358 FLEs but less than 4746 FLEs
- Small Sector
 - (a) 35% of ASEC membership
 - (b) Less than 1358 FLEs

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- b) Members:
 - i) Ambrose Student Council
 - ii) Alberta University of the Arts Students' Association
 - iii) Concordia Students' Association
 - iv) Lethbridge College Students' Association
 - v) Northern Alberta Institute of Technology Students' Association
 - vi) Northern Lakes College Students' Association
 - vii) Students' Association of Bow Valley College
 - viii) Students' Association of Grande Prairie Regional College
 - ix) Southern Alberta Institute of Technology
 - x) Students' Association of Keyano College
 - xi) Students' Association of Lakeland College
 - xii) Students' Association of Medicine Hat College
 - xiii) Students' Association of Norquest College
 - xiv) Students' Association of Olds College
 - xv) Students' Association of Portage College
 - xvi) Students' Association of Red Deer College
 - xvii) The King's University Students' Association
- c) Brand Positioning Statement
 - i) ASEC is the only Alberta advocacy organization accepting any postsecondary students' association; that effectively advocates to all decision makers; builds connections, and develops skills; for all member association elected student leaders; from across Alberta; to shape the future of Alberta's post-secondary sector; since 1982.

36) Brand Standards

- a) Colours
 - i) Primary Palette
 - Sage Green
 - (a) C60 M40 Y51 K13
 - (b) #587873
 - White
 - (a) C0 M0 Y0 K0
 - (b) #FFFFFF
 - ii) Secondary Palette

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- Mint Green
 - (a) C59 M7 Y38 K0
 - (b) #69B9AA
 - Black
 - (a) C60 M60 Y60 K100
 - (b) #000000
 - White
 - (a) C0 M0 Y0 K0
 - (b) #FFFFFF
- b) Typography
- i) Primary Font
 - Fairview
 - losttype.com/font/?name=fairview
 - ii) Secondary Font
 - Lato
 - fonts.adobe.com/fonts/lato

37) Communications Plan

- a) Upon receiving communication which requires an official ASEC statement or response, the Public Relations and Advocacy Director or designate, shall:
 - i) Immediately inform the Executive Director of receipt;
 - ii) Provide a brief summary of said communication;
 - iii) Provide a draft response, to be sent to the Executive Director for approval and/or amendment, and;
 - iv) Determine the expediency of the response, incorporate feedback, and make the necessary changes before sending to any external organizations.
- b) Major Stakeholder Communications Strategies:
 - i) Government
 - Goals & Objectives:
 - (a) Build Relationships;
 - (b) Have the Government adopt advocacy policy developed by ASEC, and;
 - (c) Establish ASEC as a stakeholder of consequence in relation to consultation with Government.

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- Key Messages:
 - (a) College and Polytechnic education holds value;
 - (b) Affordable and accessible education for all Albertans;
 - (c) ASEC is the united voice of 17 members and over 110,000 students;
 - (d) We are open, inclusive, and ready to listen;
 - (e) ASEC represents a diverse, workforce ready student population, and;
 - (f) Align advocacy messaging to “reduce red tape” and “invest in advanced education for economic growth”.
- Methods:
 - (a) Mail
 - (i) Official correspondence.
 - (b) Email
 - (i) General correspondence.
 - (c) In-Person Meetings and Advocacy Weeks
 - (i) State position of ASEC on specific issues and lobby for annual priorities.
 - (d) Public Release
 - (i) Public response to major event;
 - (ii) Posted on all ASEC digital media, and;
 - (iii) Sent out through the media contact list.
 - (e) Policy and Position Papers
 - (i) Supporting documents for all levels of Lobby meetings, and;
 - (ii) Informed by the advocacy priorities chosen for the year.
 - (f) Digital Media
 - (i) Showcase engagement and respond to announcements.
- ii) Members
 - Goals and Objectives:
 - (a) Increase two-way communication with member associations,
 - (b) Members reach out to ASEC for guidance, advice, and support on key issues;
 - (c) Members are confident in responding to issues because of ASEC’s support;
 - (d) Members receive value from their membership fees, and;
 - (e) Have member schools actively share, participate in, and interact with ASEC media.
 - Key Messages:

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- (a) ASEC is the united voice of Alberta students;
 - (b) There is value in being an ASEC member;
 - (c) We are stronger together;
 - (d) Your feedback and input is important;
 - (e) We want members to be informed and engaged;
 - (f) We endeavour to be as transparent as possible, and;
 - (g) ASEC is the best way to achieve lobby goals for postsecondary students in Alberta.
- Methods:
 - (a) Mail
 - (i) Formal documents and notices.
 - (b) Email
 - (i) General correspondence;
 - (ii) Conference updates, and;
 - (iii) Government relations updates.
 - (c) Newsletter
 - (i) Monthly updates;
 - (ii) Political Environment Report;
 - (iii) Member highlights, and;
 - (iv) Surveys for feedback.
 - (d) Digital Media
 - (i) Highlight Lobby meetings, announcements, conferences, etc.;
 - (ii) Highlight local Member advocacy efforts and initiatives, and;
 - (iii) Share media about ASEC initiatives.
- iii) Media
 - Goals and Objectives:
 - (a) Have ASEC be contacted consistently to speak on behalf of Alberta's students;
 - (b) ASEC is the first point-of-contact for media about postsecondary issues in Alberta, and;
 - (c) Gain a positive reputation in the media industry.
 - Key Messages:
 - (a) ASEC represents the voice of 17 members and over 110,000 students.
 - Methods:

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- (a) Email:
 - (i) Press releases, and;
 - (ii) Media availability.
 - (b) Phone Calls:
 - (i) Interviews, and;
 - (ii) Information on upcoming ASEC initiatives.
 - (c) In-Person:
 - (i) Interviews, and;
 - (ii) Highlight ASEC position on postsecondary issues.
- iv) External Organizations and Community Partners
- Goals and Outcomes:
 - (a) Partner on initiatives, and;
 - (b) Share information.
 - Key Messages:
 - (a) ASEC is a professional organization, and;
 - (b) ASEC is collaborative and solutions oriented.
 - Methods:
 - (a) Mail:
 - (i) Joint letters of support on common initiatives.
 - (b) Email:
 - (i) Announcements;
 - (ii) Press releases;
 - (iii) Information sharing, and;
 - (iv) Event promotion and invitations.
 - (c) In-Person:
 - (i) Information sharing, and;
 - (ii) Event promotion.
- v) Prospective Members
- Goals and Outcomes:
 - (a) Prospective members become ASEC members because they see value in ASEC;
 - (b) Prospective Members request meetings and presentations;
 - (c) Increase in the number of members we have, and;

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- (d) Increase resources for ASEC to expand and increase efforts.
- Key Messages:
 - (a) ASEC is a professional organization, and;
 - (b) ASEC is collaborative and wants to work collaboratively with other organizations.
- Methods:
 - (a) In-Person
 - (i) Formally recruit new schools to join ASEC.
 - (b) Email
 - (i) Share ASEC initiatives or campaigns.
 - (c) Digital Media
 - (i) Highlight what work ASEC is doing, and;
 - (ii) Impact ASEC has on members.
- vi) Students at Large
 - Goals and Outcomes:
 - (a) Increase brand awareness, and;
 - (b) Students recognize ASEC advocacy efforts.
 - Key Messages:
 - (a) ASEC works for all Alberta students, and;
 - (b) ASEC helps all Members achieve our lobby goals.
 - Methods:
 - (a) Digital Media
 - (i) Inform and engage students about ASEC, and;
 - (ii) Collect feedback from students to better inform policy.

38) Board of Directors Conference Calls

- a) Conference Calls amongst the Board of Directors shall be held a minimum of once a month, with the exception of the month of May and December and will be initiated by the Executive Director.
- b) Conference calls amongst ad-hoc committees shall be held as deemed necessary, and shall be initiated by the appointed chair of that committee.

39) Membership Updates

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- a) Monthly updates must be circulated to the membership by the last day of the month, excluding May and December, and shall be prepared by the Executive Director or designated staff member. Updates shall include, but are not limited to the following:
 - i) Include any submissions by membership, which must be directed to the Executive Director or appropriate ASEC staff member ten (10) business days prior to the date of circulation;
 - ii) Include relevant political updates and any updates from the Executive Director to the membership.
- b) The Executive Director is responsible for the circulation of the monthly update by the dates indicated above.

40) Digital Media

- a) The Director of Public Relations and Advocacy, guided by the ASEC communications plan, shall submit to the Executive Director a plan for the production and distribution of all ASEC digital media. The plan must include a proposed schedule and strategy for the following distribution channels:
 - i) Podcast
 - ii) Facebook
 - iii) Instagram
 - iv) Twitter
 - v) LinkedIn

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Technology

41) Website

- a) ASEC owns the domain albertastudents.ca.
- b) The final website consists of a public facing section and a members' area.
- c) The public facing side features:
 - i) Press releases;
 - ii) Information about ASEC
 - iii) Digital Media Releases
 - iv) Contact Information
- d) The members' area features:
 - i) Voting Delegate Information
 - ii) Board Member Information
 - iii) Foundational Documents
 - iv) Advocacy Documents
 - v) Training
 - vi) CRM Access
 - vii) Digital Media

42) Contact Relationship Management

- a) ASEC maintains a CRM database at albertastudents.apollohq.com.
- b) The database is filled with contact information for individuals with whom ASEC has regular dealings.
- c) Conversations, projects, commitments, and other relevant information is stored in the CRM database to ensure continuity.
- d) Access to the CRM database shall be granted to any member of the Lobby Team.
- e) The Lobby Team shall log all relevant work in the ASEC CRM database.
- f) The Executive Director shall have administrative access to the CRM database and data held within.
- g) The Executive Director shall be responsible for the maintenance of the CRM database.

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43) Digital File Storage

- a) ASEC shall maintain a server to store documents, digital media, and other digital work relevant to the organization.
- b) The server may be cloud based or hosted locally.
- c) Employees of the organization shall be granted access to relevant sections of the server necessary for their roles.
- d) The Executive Director shall have administrative access to the server and data held within.
- e) The Executive Director shall be responsible for the maintenance of the database.
- f) Email and other computer files provided by ASEC are to be used for organizational purposes only.
- g) Software or other business information shall not be copied for personal use without permission.

44) Login Information and Credentials

- a) The ASEC Executive Director shall maintain a file of login information and credentials to be held securely with other employee records.
- b) All ASEC staff shall log their relevant login information and credentials for any accounts related to their ASEC portfolios.
- c) All computer passwords and codes must be available to ASEC at all times.
- d) ASEC reserves the right to enter, search, and monitor the computer files or email of any employee, without advance notice, for organizational purposes such as investigating theft, disclosure of confidential business or proprietary information, personal abuse of the system, or monitoring work flow or productivity.

45) Employee Purchase Program

- a) Subject to approval from the Executive Director, an ASEC employee may purchase ASEC IT hardware that is at or nearing the end of its useful life.
- b) The price paid by the employee for the IT hardware shall be the corresponding remaining book value recorded in ASEC's financial system plus \$50.
- c) The IT hardware may be paid for through a payroll deduction from the employee's pay.

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Human Resources

46) Personnel Administration

- a) The primary responsibility for personnel administration shall rest with the Executive Director.
- b) The Executive Director shall maintain working personnel files with the registered ASEC home office on all full-time, part-time, and contract employees with respect to the following:
 - i) Staff evaluations;
 - ii) Position profiles;
 - iii) Employment contracts;
 - iv) Information relating to the administration of all staff benefits and plans;
 - v) Records pertaining to vacation days, sick days, and other absences.
- c) All payroll functions shall be the responsibility of the Executive Director.
- d) Primary responsibility for personnel administration related to the employment and performance of the Executive Director shall rest with the Board of Directors of ASEC as prescribed in ASEC bylaws.

47) Staff Recruitment

- a) Prior to the posting of an available staff position within ASEC, the Executive Director (ED), along with the outgoing employee (when appropriate) will complete a comprehensive audit of the position specifications to ensure that the staff function is current and relevant to the functioning of the organization.
- b) In the event that a new position is required, the Executive Director will develop an appropriate position profile.
- c) The Executive Director will be responsible for hiring new staff.
- d) In the event that ASEC is recruiting for the Executive Director position, the Board of Directors shall adhere to ASEC's bylaws.
- e) All available positions will be externally advertised for a minimum of ten (10) business days.
- f) All job postings will contain all of the following:
 - i) Qualifications, including knowledge, education and skill requirements;
 - ii) Duties and responsibilities;
 - iii) Wage or salary;
 - iv) Required hours of work;
 - v) Length of employment contract (if applicable);
 - vi) Contact person, and contact information for the ASEC Home Office.

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vii) Statement regarding diversity and inclusion:

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

- g) All hiring procedures will be conducted in confidence and will remain in confidence, to protect the candidate, current ASEC employees, and the integrity of the process. Provincial privacy laws will govern all hiring procedures.
- h) ASEC shall not differentiate or discriminate between applications on the basis of race, nationality or ethnic origin, religion, sex, sexual orientation, gender identity, age, and mental or physical disability except where preference is based on a bona fide occupational requirement. Selections of all qualified candidates shall be made based on merit.
- i) Prior to the commencement of the interview period, criteria for short listing the applications will be developed based on the position profile. Candidates will be short listed and evaluated against these criteria.
- j) The Executive Director shall coordinate the scheduling of interviews which shall commence following the preparation of a short list of candidates.
- k) The Executive Director will complete a check of references and a criminal record check for all new permanent employees.
- l) Immediately following the approval of the successful candidate, the Executive Director shall notify both the successful candidate and unsuccessful candidates who were interviewed of the result. The extent of this notification for unsuccessful candidates will be that the position has been filled, and no additional details will be released.
- m) The successful candidate will be given an offer of employment signed by the Executive Director. A copy signed by the candidate will be retained in the ASEC Home office records.

48) Compensation & Benefits

- a) Compensation shall be based on prevailing evidence and market comparables.
- b) Pay rate for permanent staff are determined using relevant statistics for the non-profit sector in Alberta:
 - i) Type of Non-Profit;
 - ii) Position Seniority/Level;
 - iii) Employment Status;
 - iv) Region;
 - v) Jurisdiction;

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- vi) Organizational Revenue;
- vii) Number of Employees, and;
- viii) Education.
- c) An average annual salary shall be calculated using the above parameters.
- d) Starting salary shall be no less than 15% below the calculated average.
- e) An annual cost of living adjustment between 1% - 5% shall be granted each fiscal year based on:
 - i) Financial capacity;
 - ii) Inflation;
 - iii) Performance, and;
 - iv) Tenure.
- f) Annual pay rates will be capped at 15% above the average.
- g) A reassessment of the market average salary for a role may be completed upon request of the employee or once every three years, whichever is greater.
- h) All permanent, full-time employees qualify for benefits after a three-month probationary period.
- i) Health and Dental benefits include:
 - i) Extended health care benefits;
 - ii) Dental;
 - iii) Critical illness;
 - iv) Employee assistance program;
 - v) Disability insurance;
 - vi) Life/accidental death and dismemberment insurance, and;
 - vii) \$500 annual health spending account.
- j) RRSP Matching:
 - i) An employee may participate in the employee RRSP matching program after completing their probationary period.
 - ii) RRSP matching shall be capped at \$85/pay period (\$2,040 annual cap).
 - iii) An employee's RRSP matching cap shall increase by \$5/pay period each year of employment beyond their first year.
- k) Parking:
 - i) A parking space will be provided for all full-time permanent employees.
- l) Cell Phone:

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- i) Employees shall either receive \$75/month for a cell phone allowance or shall be provided with an organizational cell phone for work purposes.

49) Orientation & Training

- a) When possible and agreeable to the outgoing employee, all efforts shall be made to coordinate a structured and comprehensive orientation between the outgoing and incoming employees. In the event that the outgoing employee is unavailable to provide an orientation, or the position is brand new, the Executive Director shall arrange for formal training of the incoming employee.
- b) In the event that the new employee is the Executive Director, the ASEC Board of Directors shall arrange for formal training and orientation.
- c) Each new employee will be given an employee manual/handbook which outlines the duties of their position and contains all relevant information pertaining to their role within ASEC.
- d) Staff development requests are subject to availability of funds and approval by the Executive Director.
- e) An annual budget will be established to pay for staff development, workshops, conferences and other training opportunities for staff. Staff wishing to attend a workshop, a non-ASEC conference, or training opportunity will submit a written request to the Executive Director. If the Executive Director wishes to attend a workshop, conference or training opportunity they will submit a written request to the Board of Directors.
- f) Employees enrolled on their own time in a course related to their professional responsibilities may apply for full or partial reimbursement of course costs. The applications must be made in writing to the Executive Director, prior to registration in the course. The Executive Director will make the final decision regarding tuition reimbursement. Reimbursement, if approved, will be dispensed upon proof of successful completion of the course.

50) Contract Positions

- a) In the event that ASEC requires personnel to complete short-term assignments and/or projects a proposal must be submitted to the Executive Director for approval.
- b) Proposals must include all of the following information:
 - c) Project overview;
 - d) Timeline;
 - e) Goals/ objectives;
 - f) Budget;
 - g) Personnel qualifications required.
- h) The Executive Director shall coordinate the creation of the contract position(s) to complete specific assignments and/or projects.

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51) Creation of Permanent Positions

- a) Prior to the creation of any new full-time or part-time permanent position, the proposed position profile shall be developed by the Executive Director and approved by the Board of Directors.
- b) All new staff positions shall be hired in accordance with the same principles outlined in this manual including, but not limited to:
 - i) Recruitment;
 - ii) New Employee Selection, and;
 - iii) Employee Orientation and Training.

52) Elimination of Permanent Positions

- a) Upon the written recommendation of the Executive Director, approval for the elimination of the existence of a staff position within ASEC rests with the Board.
- b) This policy pertains only to the position itself, and shall not relate to the termination of personnel prior to contract expiration.

53) Position Profiles

- a) Every staff function within ASEC shall be directed and governed by a position profile.
- b) Each position profile shall contain the following:
 - i) Title;
 - ii) Reporting structure;
 - iii) Organizational status (full-time, part-time, extraordinary);
 - iv) Position summary (purpose, expectations);
 - v) Required qualifications;
 - vi) Responsibilities and duties;
 - vii) Signature of Executive Director; and
 - viii) Signature of the employee.
- c) The Executive Director will ensure that the employee receives a copy of the position profile, and that a copy is filed in the registered ASEC Home office.

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54) Director of Operations and Finance

- a) Status:
 - i) Full-time, permanent.
- b) Summary:
 - i) Ensure financial, regulatory, and governance compliance, while developing policy, operational planning, and program delivery.
- c) Qualifications:
 - i) Relevant postsecondary education;
 - ii) One to three years relevant prior working experience;
 - iii) Proficiency with MS Office suite including Word, Excel, and PowerPoint;
 - iv) Strong critical thinking and analytical reasoning skills, and;
 - v) Excellent written and verbal English language skills.
- d) Responsibilities:
 - i) Driving the financial planning of the organization by analyzing performance and risks;
 - ii) Manage daily bookkeeping entries and regular accounting cycle process;
 - iii) Oversee accounting and finance personnel;
 - iv) Oversee all audit and internal controls;
 - v) Prepare timely and detailed reports on financial performance;
 - vi) Conduct analysis to make forecasts and report to upper management;
 - vii) Ensure regulatory, financial, and governance compliance;
 - viii) Lead the internal policy development process, and;
 - ix) Liaise with member associations, student leaders, and other relevant stakeholders to develop advocacy positions.

55) Director of Public Relations and Advocacy

- a) Status:
 - i) Full-time, permanent.
- b) Summary:
 - i) Lead the development, promotion, and execution of ASEC's advocacy and fundraising strategies.
- c) Qualifications:
 - i) Relevant postsecondary education;

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- ii) One to three years relevant prior working experience;
 - iii) Proficiency with MS Office suite including Word, Excel, and PowerPoint;
 - iv) Strong critical thinking and analytical reasoning skills, and;
 - v) Excellent written and verbal English language skills.
- d) Responsibilities:
- i) Be the organizational Brand Champion;
 - ii) Develop and execute the ASEC government relations and external communications strategies;
 - iii) Draft the lobby and political strategy documents;
 - iv) Liaise with government officials, community partners, student groups, and other relevant parties to advocate on behalf of Alberta students;
 - v) Create and coordinate all organizational press releases and media availabilities;
 - vi) Develop and execute the ASEC fundraising strategy;
 - vii) Oversee digital communications personnel, and;
 - viii) Develop, distribute, and maintain ASEC's digital media including podcast, social media, web site, and CRM.

56) Registered Social Work Intern

- a) Status:
- i) Temporary, Part-time.
- b) Summary:
- i) In partnership with NorQuest College ASEC will engage a student intern for a two semester internship. The RSW Intern will be tasked with macro-level social work policy development and research.
- c) Qualifications:
- i) Must be an eligible student in the NorQuest Registered Social Work program.
- d) Responsibilities:
- i) Macro level social issues research;
 - ii) Macro level social policy development;
 - iii) Participation on the ASEC Equity, Diversity, and Inclusion committee, and;
 - iv) Observation of the ASEC advocacy week.
- e) Remuneration:
- i) \$500 honoraria for volunteering with ASEC.

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57) Digital Media Intern

- a) Status:
 - i) Part-time, temporary.
- b) Summary:
 - i) Twice per year, ASEC shall select a digital media intern for a four month term responsible for assisting with the production and distribution of ASEC's digital media.
- c) Qualifications:
 - i) Student with interest and experience in social media marketing, public relations, graphics design, communications, or other related disciplines.
- d) Responsibilities:
 - i) Assist with the production of all ASEC digital media;
 - ii) Craft social media posts and monitor social media channels;
 - iii) Assist with the maintenance of the ASEC web site, and;
 - iv) Assist with the maintenance of the ASEC CRM.
- e) Remuneration:
 - i) \$500 honoraria for volunteering with ASEC.

58) Performance Evaluations

- a) All ASEC employees shall receive a performance evaluation within the timeline of their probationary period. Subsequent performance evaluations shall occur annually thereafter. When possible, performance evaluations shall be done in person.
- b) Performance evaluations for staff shall be conducted by the Executive Director.
- c) Performance evaluations for the Executive Director shall be conducted by the Executive Director Compensation and Review Committee of the Board.

59) Office Holidays

- a) ASEC will recognize the following as paid holidays for full and part-time employees:
 - i) New Year's Day;
 - ii) Family Day;
 - iii) Good Friday;
 - iv) Victoria Day;
 - v) Canada Day;
 - vi) Labour Day;

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- vii) Civic Holiday (First Monday of August);
 - viii) Thanksgiving;
 - ix) Remembrance Day;
 - x) Christmas Day;
 - xi) Boxing Day;
 - xii) Any other workday which is proclaimed as a paid public holiday by the Federal or provincial government.
- b) An employee who requests a day off to observe a religious holiday may be granted such leave. Notice of leave for staff members shall be submitted to the Executive Director. Notice of leave for the Executive Director shall be submitted to the Board of Directors.

60) Vacation Leave

- a) A full-time staff member within ASEC shall be entitled to a minimum vacation pay rate of 6%.
- b) Full-time employees who have worked with ASEC for three (3) continuous years shall receive an increase of 2% to their vacation pay rate.
- c) A part-time staff member within ASEC shall be entitled to a 4% vacation pay rate.
- d) Employees wishing to use their vacation leave will do so by written request to the Executive Director at least ten (10) business days prior to the vacation leave start date.
- e) When the Executive Director wishes to use their vacation leave they will do so by written request to the Board of Directors at least ten (10) business days prior to the vacation leave start date.

61) Sick Leave

- a) Sick leave shall be defined as absence from work as a result of illness or accident (visible or nonvisible).
- b) Full-time employees shall be entitled to six (6) days of paid leave due to illness or accident, per year of employment.
- c) Part-time employees shall be entitled to paid sick according to the Alberta Employment Standards Code.
- d) For absences of more than three consecutive business days, the employee shall be required to provide medical evidence of being unable to perform normal duties from a certified medical practitioner to the Executive Director. If the Executive Director requires more than three consecutive business days off, the medical evidence is to be provided to the Board of Directors.
- e) A paid holiday occurring during a period of sick leave is to be recorded as such and not a day of sick leave.

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62) Special Leave

- a) For purposes of determining eligibility for special leave the following provisions shall apply:
 - i) Leave for serious illness of an immediate family shall be granted for the purpose of making arrangements for the care of the person that is ill or for the care of children. Immediate family shall mean parents, legal guardian, spouse (including common law) and children;
 - ii) Bereavement leave shall be granted in the event of a death of an Employee's spouse (including common-law), or any of the following relations of an Employee or spouse (including common-law), parents, legal guardian, grandparents, grandchildren, children, siblings.
 - iii) Travel time may be incorporated into the special leave request when long distances or isolated locations are involved.
- b) If an employee is eligible for special leave, paid time off shall be given as follows:
 - i) Serious illness within the immediate family – four (4) business days;
 - ii) Bereavement – five (5) business days;
 - iii) Travel time for serious illness within the immediate family or bereavement – two (2) business days.
- c) The maximum length specified for each circumstance requiring special leave shall not be exceeded. However, leave under each provision may be granted more than once within a calendar year, provided that the special leave granted does not exceed fourteen (14) business days per calendar year.
- d) If additional days are required, the days approved shall be counted as vacation days or leave of absence without pay.
- e) All other time off must be approved by the Executive Director in advance. It is up to the discretion of the Executive Director to grant time off with or without pay.

63) Parental Leave

- a) All full and part-time employees qualify for maternity/parental leave after 600 hours of work.
- b) Parental leave can be claimed by: birth mother, father, or adopted parents and may be claimed when maternity leave is finished.
- c) Employees requesting maternity/parental leave must present the Executive Director a certificate from a qualified medical practitioner, stating that the employee or the employee's significant other is pregnant and specifying the anticipated date of delivery. In the case of the Executive Director, the certificate shall be presented to the Board of Directors.
- d) Employees requesting maternity/parental leave must submit their request to their direct supervisor at least sixty (60) days prior to the requested leave start date.

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- e) Upon receipt of the certificate, the employee will be granted a leave of absence without pay, in accordance with the employment standards set forth by the Alberta Employment Standards Code.
- f) Any full or part time employee who has been with ASEC for one year is entitled to up to 16 weeks of unpaid maternity leave and 62 weeks of unpaid parental leave.
- g) Where the staff member is unable to physically perform or continue her job due to pregnancy related illness, the Executive Director may approve a change in the start date of leave.
- h) Staff members on maternity/parental leave shall not be entitled to paid leave of absence during the period of maternity/parental leave.

64) Discipline & Dismissal

- a) In the event that there is an issue regarding an employee's performance or behaviour, the Executive Director will first attempt to solve the problem through a verbal meeting with the employee. In the event that there is an issue regarding the Executive Director's performance or behaviour, the Board of Directors (or designate) will first attempt to solve the problem through a verbal meeting. Written summary of this discussion shall be kept on file in the registered ASEC Home office.
- b) If the performance issues persist, or if the actions of the employee or Executive Director are considered to be of a magnitude that verbal discussion is not an adequate response, a formal written warning will be issued. The following procedure will govern the process:
 - i) The Executive Director (or in the case that the issue is with the Executive Director, the Board of Directors) will have a formal discussion with the employee with respect to their inadequate or inappropriate performance as an employee of ASEC.
 - ii) Within five (5) business days, the Executive Director (or in the case that the issue is with the Executive Director, the Board of Directors,) shall provide the employee with a letter outlining the reasons for dissatisfaction, the corrective measures required, the date by which these corrective measures must be demonstrated, and the disciplinary measures that may follow if corrective action is not taken.
 - iii) If prescribed corrective action is not demonstrated by the date specified, then a second written warning shall be issued, following the same procedure outlined above.
 - iv) If there is continued concern, the Executive Director reserves the right to either suspend without pay or dismiss the employee. In either instance the Board of Directors shall be informed of the Executive Director's decision.
- c) Employees who do not display corrective action based on the formal written warnings, may be dismissed provided that they are given written notice of termination, or equivalent salary in lieu of such period of notice, as prescribed by Alberta Employment Standards Code.

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- d) An employee (or Executive Director) may be immediately dismissed, without written warning, notice or salary in lieu of notice, for, but not limited to the following reasons, provided that Alberta Employment Standards are followed:
 - i) Any behaviour or misuse of resources which may constitute fraud, theft, or any other criminal activity;
 - ii) Reporting to work under the influence of alcohol, cannabis or other drugs or intoxicants. "Under the influence" means that a reasonable person would consider effectiveness impaired to the extent that it could pose a hazard or embarrassment to the individual or to ASEC, or duties cannot be performed properly.
 - iii) Serious breach of confidentiality;
 - iv) Willful failure to disclose, or mischaracterization of, a conflict of interest;
 - v) Continual misuse of resources or materials in the employee's control;
 - vi) Willful failure to disclose, mischaracterization of, or misuse of important information; and
 - vii) Willful failure to comply with duties outlined in the employee position profile or any reasonable requests from a supervisor.
- e) ASEC shall keep a record of all incidences in which the employees do not perform their required duties, or do not perform them to an acceptable and reasonable standard. These records shall be kept in the home office and include the following information:
 - i) Incident date;
 - ii) Behaviour observed;
 - iii) Reasons for concern;
 - iv) Summary of discussion with employee; and
 - v) Disciplinary action taken (if any).

65) Personnel Files

- a) All personnel files are the property of ASEC.
- b) Personnel records shall be maintained by the Executive Director and kept in a highly secure file in the ASEC Home office for a minimum of three to a maximum of seven years following the conclusion of the employee's service, after which time the files will be destroyed.
- c) Personnel files shall contain information relating to a staff member's employment, including but not limited to:
 - i) Resume and cover letter for employment;
 - ii) Offer of employment;
 - iii) Position Profile;
 - iv) Annual performance evaluation; and

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- v) Notes of personal discussions and notable observations, correspondence sent and received, and copies of letters of discipline, dismissal or commendation.
- d) Confidential information shall consist of the materials outlined in the previous section, as well as any other document or material transmitted in confidence.
- e) Employees of ASEC shall have the right to examine the contents of their personnel file at any time, provided that the Executive Director accompanies them.
- f) Upon request the Board of Directors may examine all personnel files at any time.
- g) Employees of ASEC shall have the right to add written comments to their personnel file including any explanation in defense of any serious indictment of the staff member's professional conduct. Additions to the file must occur in the presence of the Executive Director.