



# **PROPOSED MSU POLICY UPDATES**

**2025 February 26 Board meeting**

# INCLUDED FOR REFERENCE ONLY

<b>Policy Type:</b>	<b>Policy Number and Name:</b>	
Executive Limitations	<b>EL3: STRATEGIC AND OPERATIONAL PLANNING</b>	
<b>Monitoring Date:</b>	<b>Monitoring Type and Frequency:</b>	
Jun / Dec	Internal	2 / year
<b>Acceptance Date:</b>	<b>Date to Review Policy:</b>	<b>Review Date:</b>
15 Dec 2021	Annually at Board Orientation	

As an ex officio non-voting member of the Board, the Executive Director is a participant with the Board in its strategic planning and the leader of the staff in creating and revising the operational plan. Accordingly, the Executive Director shall not fail to:

1. Support and participate in the Board’s regular strategic planning that has resulted in organizational outcomes as stated in the Ends Policies and as defined in this policy.
2. Translate the strategic plan into an annual operational plan.
3. Prepare and present regular written reports on the achievement of outcomes.
4. Work according to these definitions:

**Ends Policies** – This set of policies includes MSA Vision, Mission, Mission Outcomes, Beliefs, Values and Philosophy. The Ends Policies are often considered the culmination of a strategic planning session, in which the Ends policies are written anew, or revised.

**Outcomes** – One of the Ends Policies is the Mission Outcomes, or simply Outcomes, which is the list of measurable results of achieving the Mission. The Board writes each outcome because of its strategic planning process.

**Strategic Plan** – The Board is responsible for looking forward over several years to identify the Outcomes that will define the success of MSA at the end of that time. Strategic planning is one of the primary responsibilities of the Board and follows a broad and inclusive process of consultation with the Owners of MSA.

**Operational Plan** – The Executive Director is responsible for translating the Outcomes into an operational plan. The writing of the operational plan is guided by the Executive Limitations (ELs). The Board accepts the reports of compliance with the ELs from the Executive Director, including the Financial Plan EL, but does not approve the operational plan.

<b>Policy Type:</b>	<b>Policy Number and Name:</b>	
Executive Limitations	EL14: COMPENSATION AND BENEFITS	
<b>Monitoring Date:</b>	<b>Monitoring Type and Frequency:</b>	
Feb	Internal	1 / year
<b>Acceptance Date:</b>	<b>Date to Review Policy:</b>	<b>Review Date:</b>
15 Dec 2021	Annually at Board Orientation	

Determining and applying appropriate compensation and benefits for all those working at MSA is an important area for MSA.

With respect to employment, compensation and benefits to staff, employees, consultants, contract workers and volunteers the Executive Director shall not:

1. Change the Executive Director compensation and benefits **contrary to Board Policy** without Board approval.
2. Guarantee employment of any staff beyond their written agreement.
3. Establish current compensation and benefits which deviate materially from the geographic or professional market for the skills employed, for example, similar to negotiated terms and conditions of MSA members performing similar work.
4. **Fail to apply similar cost-of-living wage adjustments negotiated for bargaining unit members to all MSA staff.**
5. Create obligations over a longer term than revenues can be safely projected, and in all events subject to losses of revenue.

Policy Type:	Policy Number and Name:	
Board – Executive Director Relationship	<b>BEDR4: EXECUTIVE DIRECTOR ANNUAL PERFORMANCE APPRAISAL</b>	
Acceptance Date:	Date to Review Policy:	Review Date:
Oct 25, 2023	Annually at Board Orientation	

Monitoring Executive Director performance is synonymous with monitoring organization performance against the Board’s Ends policies and within Executive Director Limitations.

1. The Board shall begin the review of the Executive Director’s performance annually, beginning in the third quarter (January) with the striking of a committee which consists of the Board President and two other Directors, one of whom is mutually agreeable to the Executive Director.

This Committee will normally continue as the same committee responsible to complete BEDR 5: Compensation Setting, except in cases of attrition.

2. The review will be based on:
  - a) Progress and/or achievement of Ends Policies, and
  - b) Compliance with Executive Director Limitations.

The Committee is encouraged to seek stakeholder feedback (360°) that is directly related to the Ends Policies and Executive Limitations.

### 3. Review

- a. The Committee will review all Executive Director Limitations Monitoring and Compliance Reports provided for the previous fiscal year in accordance with the schedule outlined in EL 2: Executive Director Job Contribution.  
 Additionally, the Committee members will review the results of any stakeholder feedback for consistency with Ends Policies and compliance to Executive Limitations.
- ~~b. The Committee will prepare a report to the Board outlining the extent of compliance with policy during the review period. The report will indicate the significance of any non-compliance and the follow-up provided on incidents of non-compliance.~~
- ~~c. Prior to the Committee’s first meeting, the Executive Director will provide a written report to the MSA President on the progress and/or achievement of objectives as specified in the MSA Constitution and Bylaws and Board Ends policies, including relevant costs or budget deviations.~~
- b. The Committee will prepare a report to the Board outlining the extent of compliance with policy during the review period. **The report will:**
  - a. **Indicate the significance of any non-compliance and the follow-up provided on incidents of non-compliance.**
  - b. **Review the Executive Director’s progress toward achieving the outcomes**

identified through the processes identified in the most recent BW6: Strategic and Tactical Planning and EL3: Strategic and Operational Planning including achievement of objectives as specified in the MSA Constitution and Bylaws, Board Ends policies within specified budgetary constraints.

#### 4. Recommendation

- a. The **written** recommendations from the Performance Appraisal Committee, ~~provided via memo~~, shall be ratified by the Board at the March meeting by motion. This **report** ~~memo~~ will then constitute the performance review of the Executive Director's achievement of Ends policies.
  - b. The recommendation from the Committee may include recommendations of continuing professional development for the Executive Director.
  - c. The recommendation may include a performance improvement plan and/or progressive discipline consistent with the principles and process in effect for MSA members in their Collective Agreement.
5. If the Executive Director also holds an operational role such as Senior Labour Relations Officer, annual performance appraisals for that role shall be jointly established between the Executive Director and the Board in a manner consistent with the principles of both Policy Governance and the MSA Collective Agreement, while minimizing inherent conflicts of interest.

<b>Policy Type:</b>	<b>Policy Number and Name:</b>	
Board – Executive Director Relationship	<b>BEDR5: EXECUTIVE DIRECTOR COMPENSATION: SETTING AND REVIEW</b>	
<b>Acceptance Date:</b>	<b>Date to Review Policy:</b>	<b>Review Date:</b>
Oct 25, 2023	Annually at Board Orientation	Feb 26, 2025

The Executive Director’s total compensation package should reflect current and appropriate remuneration for the geographic, not for profit and Union sectors. The review will consider the total compensation of equivalent management counterparts and any other role(s) being performed. Compensation will be ~~reviewed annually~~ automatically updated to reflect cost-of-living adjustments negotiated for bargaining unit member and at minimum, reviewed every five years by the Board for market competitiveness, general appropriateness and fit for the Executive Director and/or any other role(s) being performed

The same Committee selected to complete the work of BEDR 4: Executive Director Annual Performance Appraisal will continue as the committee for BEDR 5: Executive Director Compensation: Setting and Review, except in cases of attrition.

**1. Compensation Setting**

- a) The Compensation Review Committee reviews the current job description as well as the current contract based on the education, skills and core competencies for the role of Executive Director of the MSA.
- b) At least once every 5 years, the Committee assesses the market value and compensation of the core competencies, education and skills required for the Executive Director role. The committee should identify and compare external sources that match the Executive Director’s role (or combined roles) considering unions with similar sized Bargaining Units and in similarly structured post-secondary institutions.
- c) The Executive Director will be consulted regarding principles of compensation, budgetary constraints, and market comparators for any operational role(s) being performed.
- d) The Compensation Review Committee presents its findings and recommendations regarding the external survey as well as the recommended job description and contract to the Board for approval.

**2. Compensation Review (minimum of every 5 years)**

- a) Compensation must be in keeping with financial guidelines established by the Board.
- b) The regular setting of compensation does not preclude the Board recognizing extraordinary circumstances of the Executive Director’s performance.
- c) The Board reviews the current contract (e.g., Offer Letter) which is then the basis for the review.
- d) The Executive Director prepares an information package for this Committee that includes the current contract, current job description, and their resume, as well as the

results of the recommendation of the Performance Appraisal Committee.

- e) The Committee and the Executive Director select a survey of benefits and compensation and conduct a review.
- f) The Committee negotiates the compensation with the Executive Director to mutual satisfaction.
- g) The Committee reports on the negotiated compensation to the Board in the May meeting of the Board of Directors.