

Confederation of University Faculty Associations
of British Columbia

Policies

Original Adopted: April 13, 2005
Last Amended: October 5, 2021

Table of Contents

Administrative Policies	3
A1. Reporting Policy	3
A2. Communications Policy	3
A3. Orientation Policy.....	3
A4. Scheduling Council Meetings	4
A5. Organizational Review Policy	4
A6. Privacy Policy.....	4
General Financial Policies	6
F1. General Budget Policy	6
F2. Budget Review.....	6
F3. Exceeding Budgeted Amounts	6
F4. Signing Officers.....	6
F5. Financial Management.....	7
F6. Travel and Accommodation Expenses	7
F7. Child and Dependent Care Policy	8
F8. Employee Pensions	8
F9. Budget Policy - Conferences and Meetings of Allied Organizations.....	8
F10. Budget Policy - Staff Meeting and Conference Attendance	8
F11. Donations	8
F12. Accounting Handbook.....	8
F13. Confederation Statement of Investment Objectives and Guidelines.....	9
F14. Fraud Prevention Policy	11
Reserves Policies	13
R1. Staff Termination Reserve.....	13
R2. Equipment Replacement Fund.....	13
R3. Distinguished Academics Awards Fund	13
R4. Professional Development Expense Reserves	13
R5. General Operating Reserve	13
Staffing Policies	14
S1. Professional Development.....	14
S2. Pregnancy and Parental Leave	14
Appendix I - Confederation Accounting Handbook	16

Administrative Policies

A1. Reporting Policy (amended May 21, 2021)

- A1.1 The President and Executive Director shall ensure that the Confederation member associations are kept informed of the Confederation's activities and involved in priorities and policy planning at General Meetings and between General Meetings, at Executive Committee meetings
- A.1.2 At each General Meeting, the Confederation shall publish a report of its activities since the previous General Meeting. The report shall contain:
1. a report from the President
 2. a report from the Executive Director
 3. a report from the Secretary/Treasurer which shall include a narrative budget
 4. a report from each member association on its own activities
- A1.3 In order to develop wider knowledge of and experience with the Confederation's advocacy work, the Confederation Council members shall be invited to participate in advocacy meetings and events, where possible and appropriate.

A2. Communications Policy (amended May 21, 2021)

- A2.1 The Confederation member associations are responsible for ensuring that information about the Confederation's work is communicated to individual faculty members on their respective campuses. This may include, but is not limited to:
1. having the Confederation contribute articles to member association newsletters;
 2. inviting the Confederation officers to address member association executive committee meetings and/or general membership meetings;
 3. having one of the member associations of the Confederation General Meeting delegates report on the Confederation General Meetings to their association's executive committee.

A3. Orientation Policy (amended May 21, 2021)

- A3.1 The Executive Director shall produce and maintain, electronic form, an Orientation Handbook to be provided to each new member of the Confederation Council.
- A3.2 The Orientation Handbook shall include copies of:
1. the Constitution and By-Laws
 2. the Operational Policy Manual
 3. the Policy Statement Manual
 4. the most recent audit report
 5. the minutes for the last two General Meetings
 6. the current operating budget
 7. the list of past presidents
 8. the BC Societies Act
 9. other documents that might be useful for a new member of the Confederation Council

A4. Scheduling Council Meetings (amended May 21, 2021)

- A4.1 The Confederation normally schedules its meetings for the forthcoming year at the spring council.
- A4.2 When scheduling council meetings, the Confederation will identify primary and secondary dates that meet the organization’s needs in advance of the deciding council meeting.
- A4.3 The Confederation will then identify potential conflicting dates, including religious holidays or other known significant meetings taking place. The Confederation will consult the interfaith calendar of observances <https://www.interfaith-calendar.org/>. Consultation at council meetings will include information on any conflicts of which the Confederation is aware.
- A4.4 Wherever possible, the Confederation will not schedule council meetings on members’ religious holidays, including religious holidays that fall on statutory and non-statutory calendar days.
- A4.5 Where members’ religious holidays conflict with both primary and secondary potential council dates, the Confederation shall consult with council members to identify alternative meeting times. In the event that no single date is amenable to all, the President shall hold final authority over such rescheduled meetings.
- A4.6 Council members are responsible for communicating meeting dates with their respective officers and delegates.

A5. Organizational Review Policy (amended May 21, 2021)

- A5.1 Every five years, the Confederation shall review its mandate, activities, staffing and budget to ensure their continued relevance.
- A5.2 The next organizational review will commence at the Spring 2026 General Meeting.

A6. Privacy Policy (adopted October 5, 2021)

The Confederation is committed to protecting the privacy and security of personal information held about its volunteers, members, awards recipients and nominees, and those who have shown an interest in the Confederation, our events, circulations, campaigns, or organization. This policy explains how we collect, use, disclose, and safeguard personal information. This policy is required by the *BC Societies Act* and complies with the *BC Privacy Act* and *Canada’s Anti-Spam Legislation*.

A6.1 Collection of Information

The Confederation collects personal information from elected volunteers, members, awards nominees and recipients, and others who have shown an interest in the Confederation, including through newsletter sign-up and campaigns. *“Personal information”* is any information that is identifiable with someone as an individual and may include, but is not limited to, one’s name, gender, age or date of birth, mailing address, telephone number, and email address. This information is obtained by fair and lawful means, where we have obtained explicit or implied consent to do so or as otherwise permitted by law. *“Implied consent”* is reasonably inferred by the Confederation when one voluntarily provides personal information to us either by phone, mail, electronically, or in person.

A6.2 Use of Information

The Confederation uses personal information to further its mission and communicate with volunteers, members, awards nominees and recipients, and others who have shown an interest in the Confederation. This includes using the information to deliver services; to provide information about tickets, events, membership; to thank supporters; to invite supporters to special events; for phone calls, emails, and mail; and for audit purposes.

The Confederation is committed to using personal information in a respectful and useful way. The Confederation is also committed to making sure recipients other than members of the Executive do not receive more than a reasonable number of emails, letters, communications, or phone calls.

A6.3 Disclosure of Information

The Confederation takes seriously its obligations with respect to the use and disclosure of personal information. Generally, we will only use or disclose of personal information for the primary purpose that it was collected or for a purpose related to the primary purpose for which it would reasonably be expected to be used. The Confederation will not sell, give, or rent personal information. The Confederation will only share personal information as required by relevant legislation.

A6.4 Storage of Information

Personal information is stored in our database(s) on a secure server and in hard copy files at the Confederation's office in Vancouver, British Columbia. We have implemented physical, organizational, contractual, and technological security measures to protect personal information from loss or theft, unauthorized access, disclosure, copying, use or modification. Only authorized personnel have access to this information. The only authorized personnel who are granted access to personal information are those with a business "need-to-know" or whose duties reasonably require such information. All staff that have access to personal information are required to adhere to privacy and confidentiality in employment contracts.

A6.5 Online Privacy Policy

The Confederation is committed to protecting the privacy of those who use our website and subscribe to the electronic newsletter. The Confederation does not systematically collect any information about the identity of individuals searching our website. The Confederation does collect statistical information through a log file which indicates which pages were visited and how frequently. This information is analyzed to help us develop content that responds to the interests of our site visitors. For information on the privacy policy concerning WordPress, please see: <https://en-ca.wordpress.org/about/privacy/>

The Confederation does collect information about the identity of those who subscribe to the newsletter through Mailchimp for the purposes of tracking and evaluation. For information on the privacy policy concerning Mailchimp, please see <https://mailchimp.com/legal/privacy/>.

The Confederation is not responsible for the content or the privacy policies of the websites to which it may link.

A6.6 Accountability

The Confederation does its best to ensure that all information is recorded accurately. All comments, questions, concerns or complaints regarding personal information or this policy or practices should be forwarded to:

CUFA BC
315 – 207 West Hastings Street
Vancouver, BC V6B 1H7
info@cufa.bc.ca

General Financial Policies

The following refers to and interacts with Appendix I Accounting Handbook

F1. General Budget Policy (amended May 21, 2021)

- F1.1 The purpose of the Confederation budget is both to fund the predictable expenses of the organization and to provide contingency funds to allow the organization to act in response to government initiatives and/or to take advantage of opportunities to advance the interests of its members.
- F1.2 Predictable expenses (e.g. salary, rent, telecommunications) are budgeted at their actual expected level.
- F1.3 Contingent expenses (e.g. miscellaneous travel) are budgeted based on actual expenditures in the previous year and an estimate of the amount of activity in the coming year.

F2. Budget Review (amended April 15, 2016)

- F2.1 At each General Meeting there shall be a review of the budget for the current fiscal year in light of the most recent financial statements and consider what budget amendments may be necessary in order for the budget to better reflect the actual revenues and expenditures of the organization.

F3. Exceeding Budgeted Amounts (amended April 15, 2016)

- F3.1 An increase greater than five thousand dollars (\$5,000) for an individual expenditure must be authorized by a resolution at a General Meeting or an Executive Committee meeting.
- F3.2 The amounts budgeted for staff salaries and the President's teaching release may only be exceeded if authorized by a resolution at a General Meeting or at an Executive Committee meeting.
- F3.3 For all other expense categories, the President and Secretary/Treasurer may jointly authorize expenditures exceeding the amount budgeted up to a maximum of \$5,000.

F4. Signing Officers (amended May 21, 2021)

- F4.1 The signing officers shall be designated by a General Meeting resolution.
- F4.2 Normally, the signing officers are the President, Vice-President, Secretary/Treasurer, Past President and Executive Director. Where a cheque is to be issued in an amount exceeding five thousand dollars (\$5,000), the cheque must be authorized by two signing officers other than the Executive Director.
- F4.3 A signing officer may be removed or replaced by a two-thirds majority resolution at a General Meeting or at an Executive Committee meeting.
- F4.4 All cheques and other financial instruments shall be signed by two signing officers.
- F4.5 Normally, a signing officer may not sign a cheque or financial instrument for which she or he is the payee. In exceptional circumstances, a signing officer may sign a cheque or financial instrument for which she or he is the payee, subject to the verbal or written pre-authorization of a signing officer other than the one who will co-sign the cheque or financial instrument.
- F4.6 All cheque requisitions must be initialed by the signing officers signing the cheques.
- F4.7 The monthly bank reconciliation statements and bank statements must be signed by the Secretary/Treasurer to indicate that she/he has reviewed the statement.
- F4.8 The monthly journal entries must be signed by the Secretary/Treasurer to indicate that she/he has reviewed them.

F5. Financial Management (amended May 21, 2021)

- F5.1 The Executive Director is responsible for managing the finances of the organization subject to the budget, policies, and Accounting Handbook (Appendix I) set by the Confederation and the direction of the President and Secretary/Treasurer.
- F5.2 The Executive Director shall provide Council members with financial statements at each General Meeting.
- F5.3 The Executive Director shall regularly update the President and Secretary/Treasurer on the financial status of the Confederation. The Executive Director shall also provide copies of the financial statements and the bank reconciliation to the Secretary/Treasurer on a monthly basis.

F6. Travel and Accommodation Expenses (amended October 5, 2021)

- F6.1 The Confederation reimburses members for the costs of attending the Confederation meetings and attending to the Confederation business. In assessing the reasonableness of a given travel cost and in making arrangements for CUFA meetings, climate and labour considerations will be taken into consideration.

All travel and accommodation expense claims

- a. shall be submitted on the approved form;
 - b. shall not be processed without the signature of the person making the claim;
 - c. shall be supported by original receipts, except in exceptional circumstances;
 - d. may be submitted electronically;
 - e. shall be submitted in a timely manner
- F6.2
 1. The per diem rates for meals not otherwise provided are:
 - Breakfast \$21.10
 - Lunch \$21.35
 - Dinner \$52.40
 2. An additional \$17.30 per day may be claimed for incidental expenses.
 3. Reimbursement for the use of a personal vehicle is at the rate of \$0.56 per kilometer. For trips within an individual’s home community, if that individual normally drives to her/his campus/office then that mileage is to be deducted from the total claimed.

When an individual chooses to travel by private vehicle and air travel is available, the amount of reimbursement must be limited to the lesser of (1) the actual mileage plus appropriate ancillary costs, e.g. tolls, ferries, and parking; or (2) the lowest equivalent airfare available, plus appropriate ancillary costs such as travel to and from airports, parking, etc.

The Confederation encourages members travelling long distances by automobile to use economical methods as much as possible, including rental cars and/or carpooling. When an individual travels by rental car, only costs of rental, insurance and fuel will be reimbursed.
 4. If accommodation is provided by friends or relatives, up to \$40 per day may be claimed for accommodation expenses.
 5. Per diem, mileage, and friend/relative accommodation claims do not require submission of receipts.
- F6.3 For in-province travel, the Confederation will not normally reimburse accommodation costs in excess of the amounts set out in the Business Travel Accommodation Listings for BC Government employees (<http://csa.pss.gov.bc.ca/businesstravel/>) where available and applicable.
- F6.4 For out-of-province travel (and in-province travel where the rates outlined in F6.3 are not available), the Confederation will not normally reimburse accommodation costs in excess of the amounts set out in the

Canadian Association of University Business Officer's University (CAUBO) Hotel Rate program
http://www.caubo.ca/supplier_contracts/hotels).

- F6.5 In province travel will be reimbursed to the equivalent of the cost of economy airfare as per (F6.2) above.
- F6.6 Where a person traveling on the Confederation business chooses to use a mode of travel or stay at an accommodation that exceeds the travel and accommodation expense guidelines above, they shall be reimbursed for a portion of their expenses equivalent to the total cost, had they used approved modes of travel and places of accommodation.
- F6.7 Any two of the President, the Secretary/Treasurer or the Executive Director may approve exceptions to the travel and accommodation expense guidelines above.
- F6.8 The Confederation encourages the use of unionized carriers and hotels wherever possible and will use unionized hotels for meetings and conferences.

F7. Child and Dependent Care Policy (amended May 21, 2021)

- 7.7.1 Where a person engages in the Confederation business, resulting in a need for additional child or dependent care, the person may apply for reimbursement of necessary and reasonable costs associated with providing alternative care for dependents. Notice of the requirement of reimbursement for child / dependent care expenses, including an estimate of the costs, should be made to the Confederation office at least a week before the activity occurs. Estimated costs should include the number of hours required and the per-hour cost, which should conform to the requirements of the Employment Standards Act. Approval must be granted by two of the following: President, Vice-President, and Executive Director. Receipts are required for reimbursement; receipts for care services must show the number of hours and the total amount paid.

F8. Employee Pensions (amended May 21, 2021)

- F8.1 The salary and benefits for all Confederation employees shall be set out in a contract with the employee.
- F8.2 Payroll services for employees may be provided directly by the Confederation, through a member faculty association or university, or through a private sector payroll service.

F9. Budget Policy - Conferences and Meetings of Allied Organizations (amended May 21, 2021)

- F9.1 The Confederation President, Executive Director, or their designates attend meetings of allied organizations for a variety of purposes. Unless the Confederation Council decides otherwise, the Confederation budget shall allocate funds to attend these meetings. These associations shall include, but not be limited to, the Canadian Association of University Teachers (CAUT), the Confederation of the University Faculty Associations of Alberta (CAFA), the Ontario Confederation of University Faculty Associations (OCUFA), the Federation of Post-Secondary Educators (FPSE), and, if applicable, other provincial associations.

F10. Budget Policy - Staff Meeting and Conference Attendance (amended May 21, 2021)

- F10.1 From time to time, the Executive Director and the President may determine that conference attendance and/or meeting attendance involving travel for staff may be appropriate.

F11. Donations (repealed April 4, 2013)

F12. Accounting Handbook (adopted September 23, 2011)

See Appendix I

F13. Confederation Statement of Investment Objectives and Guidelines (amended May 21, 2021)

F13.1 Introduction

The purpose of this statement is to establish guidelines for the prudent investment of the Confederation's assets. These guidelines are meant to provide stability in the management of the portfolio. This policy furthermore provides parameters for the portfolio by providing guidelines for selecting appropriate investments and classes of assets. It is recognized that from time to time the Executive Committee's attitudes, expectations and objectives may change or the manager of the assets may sense a significant shift in the investment environment. Therefore, it is particularly important that the Committee and the investment manager continue to communicate about this statement.

F13.2 Purpose of the Reserves

The reserves have been provided to fund the Confederation activities while minimizing fees charged to members, as well as to provide a source of funds in times of unusual cash requirements (a "safety buffer").

F13.3 Investment Philosophy

The Confederation's investment philosophy is to exercise care and prudence in its investment of its assets, with the primary goal of preserving capital value in two ways: (i) minimize the possibility of permanent loss of capital and (ii) protect the real value (inflation-adjusted) of the capital. In addition, immediate access to some of the capital ("liquidity") for emergencies is required. It is expected that all transactions undertaken by the investment manager will be based solely upon the best financial interest of the Confederation.

F13.4 Investment Objectives

- A. Source of funds for operations and special needs. A portion of the reserves, to be specified by the Executive Committee, is to be available, without loss of capital, for immediate use by the Confederation. This would typically be held in an interest-bearing account with no withdrawal restrictions or in high-quality discount investments.
- B. Preservation of Capital. The Confederation wishes to take on the minimum possible amount of risk of capital loss necessary to protect the real value of the reserves. Low-risk fixed income of Canadian governments or companies will be used to meet the Confederation's objectives.
- C. Liquidity. A portion of the reserves must be available to meet short-term operational or emergency needs. Longer-term investments for the remainder of the reserves are acceptable if the planned maturities provide for regular maturing assets repaying face value and providing a yield sufficient to avoid real losses on the reserves.
- D. Yield. Given the above objectives of safety, the Confederation wishes to see the reserves grow from investment returns. This can be accomplished by investing in the highest yielding investments with the requisite safety level.
- E. Reporting. The investment manager must provide, at least quarterly, a statement of account (see below). In addition, all necessary tax reporting is required within a reasonable time after tax-year-end.
- F. Perception of Prudence. The Confederation must exercise great care with its members' funds, and investments felt to be inappropriate by the Executive Committee will be avoided, as outlined below.

F13.5 Financial Guidelines

The Executive Committee believes that the Confederation’s assets should be managed in a manner which reflects the following statements.

A. Asset Allocation

1. The reserves will be invested in the fixed income obligations of the Canadian federal government, its agencies, provincial governments, municipal governments or Canadian corporations.
2. Cash equivalents (including all securities with maturities less than one year) will be held in an amount consistent with Section F12 (Appendix I Accounting Handbook) of this document. Thus, while no minimum nor maximum amount of cash is specified, the target amount of cash would be consistent with the “laddering structure” described in Section F12 (Appendix I Accounting Handbook).
3. Convertible securities are not allowed.
4. Preferred or common equity securities or other instruments are not allowed.

B. Fixed Income Investments

1. Fixed income assets selected for the Confederation’s portfolio must have a readily ascertainable market value and must be readily marketable.
2. Canadian government (or agencies guaranteed by the federal government) and corporate debt obligation maturities may not exceed 10 years.
3. Diversification across sectors will be used when possible. It is expected that a mixture of federal, provincial and corporate debt issues would be held.
4. No more than 15% of the assets taken at cost will be invested in any one issuer other than the federal government (or its agencies) or provincial issues and must be rated A- or better by at least one rating agency.
5. Commercial Paper is allowed, but must be rated within the highest classification, by two rating services.
6. Cash Equivalents. Insured certificates of deposit, Canadian Treasury Bills and other insured interest-bearing accounts are allowed.
7. Corporate Debt Obligations must be of investment grade rated A- or better by at least one rating agency.

F13.6 Ethical Guidelines

To be determined.

F13.7 Implementation

It is expected that the investment manager will form a “laddered” bond portfolio, with maturities spaced in one-year intervals out to a maximum of ten years. A similar face value of debt obligations will be held in each bucket.

Within each of these “maturity buckets” will be fixed income securities of the same or similar maturities. If more than one issuer can be held in a bucket, then diversification argues for doing so.

The shortest maturity bucket will be where liquidity for the Confederation will be available.

The primary investment objectives of capital preservation and growth will be obtained by holding each instrument to maturity, providing return of investment, to be rolled over into the longest maturity bucket.

F13.8 Reporting Requirements

Monthly statements of account will be provided to the Confederation by the investment manager when there is activity within the account. If there are no transactions within the month, there will be no monthly statement. Quarterly statements are generated regardless of account activity. Statements will include an account balance and the composition and valuation of the reserves.

Performance reports will be provided by the investment manager quarterly, indicating the historical rates of return on the reserves. The particular structure of investments by the Confederation is sufficiently different from the broad bond indices (like the DEX Universe bond index) so that comparing the Confederation's reserves returns with such benchmarks is inappropriate. The reserves' rate of return and current yield-to-maturity shall be compared to the rate of inflation reported by the Bank of Canada ("Headline" CPI).

F13.9 Administrative and Review Procedures

Review of Policies. All investment policies and investment management guidelines shall be reviewed from time to time as needed, but no less than once every five years, at a Confederation General Meeting.

F14. Fraud Prevention Policy (amended May 21, 2021)

This fraud prevention policy is established to facilitate the development of controls that will aid in the detection and prevention of fraud against the Confederation. It is the intent of the Confederation to promote consistent organizational behaviour providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

F14.1 Scope of Policy

This policy applies to any irregularity, or suspected irregularity, involving employees as well as the Executive Committee, Council officers and delegates, consultants, vendors, contractors, outside agencies doing business with staff, and/or any other parties with a business relationship with the Confederation.

Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to the Confederation.

F14.2 Policy

The Confederation's Officers and Executive Director are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury. The Officers and Executive Director will be familiar with the types of improprieties that might occur within his or her area of responsibility, and will be alert for any indication of irregularity.

Any irregularity that is detected or suspected must be reported immediately to the Secretary/Treasurer and Executive Director, who are responsible for the coordination of any investigation as per F14.4. In the event the actions involved concern the Secretary/Treasurer, reports must be made to the Executive Director and the President. In the event of actions on the part of the Executive Director, reports must be made to the Secretary/Treasurer and President.

F14.3 Actions Constituting Fraud

The terms defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to the following:

- Any dishonest or fraudulent act;
- Misappropriation of funds, securities, supplies, or other assets;
- Impropriety in the handling or reporting of money or financial transactions;
- Profiteering as a result of insider knowledge of the Confederation's activities;

- Disclosing confidential and proprietary information to outside parties;
- Disclosing to other persons securities activities engaged in or contemplated by the Confederation;
- Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to the Confederation.
- Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and/or
- Any similar or related irregularity.

F14.4 Investigation Responsibilities

The Secretary/Treasurer and Executive Director have the primary responsibility for coordinating the investigation of all suspected fraudulent acts as defined in this policy. Specifically, they will contract third-party investigators and liaise with the Executive Council regarding developments.

If the investigation substantiates that fraudulent activities have occurred, the investigators will issue reports to the Secretary/Treasurer and Executive Director to be presented to the Executive Council.

Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and senior management, as well as final decisions on disposition of the case.

Reserves Policies

R1. Staff Termination Reserve (amended May 21, 2021)

- R1.1 The purpose of the Staff Termination Reserve is to set aside restricted funds to make severance payments to the Confederation's employees if such payments should prove necessary. These funds may also be used to pay for the Confederation's share of any mediation or arbitration costs arising from the termination of employment of an employee of the Confederation.
- R1.2 The amount of money set aside in this reserve shall be equivalent to the sum of: the amount owing to the staff in the event of severance; one-half of the annual vacation entitlement for each position; and a \$10,000 contingency for mediation, arbitration and/or legal fees.
- R1.3 Use of the funds in this reserve must be authorized by a resolution at a General Meeting or at an Executive Committee meeting.

R2. Equipment Replacement Fund (amended April 15, 2016)

- R2.1 The purpose of the Equipment Replacement Fund is to set aside restricted funds to pay for the replacement or upgrade of computer hardware, computer software and other substantive office equipment as necessary.
- R2.2 Use of these funds is at the discretion of the Executive Director and the Secretary/Treasurer, in consultation with the President.

R3. Distinguished Academics Awards Fund (repealed April 11, 2019)

R4. Professional Development Expense Reserves (repealed April 15, 2016)

R5. General Operating Reserve (amended April 11, 2019)

- R5.1 The purpose of the General Operating Reserve is to build and maintain an adequate level of unrestricted net assets
 - (a) to support the organization's day-to-day operations in the event of unforeseen shortfalls, and;
 - (b) for one-time, nonrecurring expenses that otherwise support the goals and operational strategies of the organization.

The operating reserve is not generally intended to replace a permanent loss of funds or eliminate an ongoing budget gap.
- R5.2 The reserve will normally be funded with surplus from unused operating funds. The funds will be maintained in accordance with the investment objectives and guidelines described in F13.
- R5.3 To provide for the contingencies detailed in R5.1, the long-term goal is to build the reserve to a level equivalent to two years's worth of operating expenses.
- R5.4 Except as outlined in R5.4, authority for the use of this reserve rests with the Executive Committee. Any use of operating reserves will be reported to Council at its next scheduled meeting, accompanied by a description of the use of the funds and plans for replenishment of the fund to the targeted minimum balance.

Staffing Policies

S1. Professional Development (amended May 21, 2021)

S1.1 It may be required, from time to time, for the Executive Director to pursue professional development activities in order to remain at the forefront of his/her professional practice and his/her academic discipline. These activities may include, but are not limited to, the purchase of books, periodicals and subscriptions; memberships in learned societies and professional organizations; the purchase of equipment and intangibles associated there with; release time to pursue professional development activities; travel expenses for conferences, research projects or other related activities and other expenses related to professional practice, scholarship, and/or related academic activities. While there is a dedicated Professional Development Fund outlined in the employment contract, the President and the Secretary/Treasurer may, from time to time, approve additional reimbursement for selected professional development activities.

S2 Pregnancy and Parental Leave (amended April 15, 2016)

S2.1 Pregnancy Leave

In case of giving birth, an Employee is entitled to a leave of absence without pay of seventeen (17) weeks. The timing of the commencement of the leave of absence shall be at the discretion of the Employee, provided that reasonable notice is given to the Employer and provided that the leave commences no later than the actual birth date.

S2.2 Parental Leave

An Employee is entitled to a leave of absence without pay during the year following the birth or adoption of a child. The maximum length of unpaid leave for a gestational parent (the parent who gestates the child) is fifty-two (52) weeks (17 weeks pregnancy + 35 weeks parental). If a gestational parent does not take unpaid pregnancy leave, she/he is entitled to thirty-seven (37) weeks of unpaid parental leave. Non-gestational parents are entitled to up to thirty-seven (37) weeks of unpaid parental leave.

Further unpaid parental leave up of to five (5) additional weeks may be granted where the child is certified by a medical practitioner to be suffering from a physical, psychological or emotional condition. The timing of the commencement of parental leave shall be at the discretion of the Employee, provided that reasonable notice is given to the Employer.

Where an Employee takes both pregnancy and parental leave, the parental leave will be taken immediately after the pregnancy leave, unless mutually agreed by the Employee and the Employer. Adoptive parents and the partner or spouse of a gestational parent are also eligible for parental leave. The benefits shall be available in the case of same-gender partners.

S2.3 Return to Work

When an Employee decides to return to work after pregnancy or parental leave, she/he shall provide the Employer with at least two (2) weeks' notice. On return from pregnancy or parental leave, the Employee shall be placed in her/his former position. If the former position no longer exists, she/he shall be placed in an equivalent position.

S2.4 Employment Insurance Top-Up

If the Employee taking pregnancy or parental leave has completed the greater of their probationary period or six months of full-time equivalent service, the Employee shall be eligible for a top up payment to the "maternity" or parental leave benefits received under the Employment Insurance Act.

The Employer will make a top up payment equal to the difference between ninety-five percent (95%) of the Employee's salary at the time the leave began and the EI benefit received, for a maximum of fifteen (15) weeks. For gestational parents, the Employer will make a further top up payment equal to the difference between seventy-five percent (75%) of the Employee's salary at the time the leave began and the EI benefit received, for a maximum of twelve (12) weeks.

Provided the Employee has received the EI "maternity"/parental leave benefit, the Employer will pay the Employee ninety-five per cent (95%) of pre-"maternity"/ parental leave salary for the two-week waiting period for Employment Insurance benefits.

If the Employee does not apply for, or qualify for, Employment Insurance benefits, the Employer will not pay monies to the Employee for the period of time the Employee is on pregnancy or parental leave.

Top up payments shall not commence until the Employee provides evidence she/he is receiving EI benefits.

S2.5 Benefits Continuation

During pregnancy and parental leave, the Employer will continue to pay the following benefits:

- Medical Services Plan (MSP)
- Extended Health Benefits (EHB)
- Dental Care Plan coverage
- Basic Life Insurance

as well as the following benefits:

- Employee Family and Assistance Program (EFAP)
- Long-Term Disability Insurance Plan (IRP)
- Pension Plan

provided the Employee on pregnancy or parental leave maintains coverage by arranging to provide post-dated cheques to the Employer for her/his share of the premiums/contributions.

Appendix I - Confederation Accounting Handbook (amended April 21, 2021)

F12.1 Not for Profit

The Confederation is a not-for-profit organization. All surplus revenues generated remain within the organization. Any surplus revenues remaining after the dissolution of the organization will be disbursed as per the provisions in the Confederation's by-laws.

F12.2 Fiscal Year

The Confederation's fiscal year runs from July 1st to June 30th.

F12.3 Accrual of Revenues and Expenses

The Confederation accounts for revenues and expenses on a "cash basis" during the operating year. Accounts receivable and accounts payable are only established at the end of the fiscal year.

F12.4 Membership Dues

F12.4.1 Calculation

The Confederation membership dues are calculated by determining the weighted average salary for the three professorial ranks for the previous year and applying the mil rate to weighted average, resulting in a per member fee applied to all full-time, full-year members of the Confederation member faculty associations.

F12.4.2 Payment

The schedule of payment by member faculty associations of their annual membership dues is negotiated with the Confederation Executive Director.

F12.5 Receipts

Almost all receipts are in the form of cheques. Occasionally small amounts of cash may be received for a variety of reasons. Receipts are deposited into the chequing account usually within one week.

F12.6 Expenses

F12.6.1 Documentation

With the exception of the monthly office rent, almost all other expenses have documentation in the form of invoices, receipts, electronic motions of the Executive, or General Meeting resolutions. Occasionally, honorariums are paid with only the consent of two signing officers.

F12.6.2 Paid by Cheque

All expenses paid by cheque must be authorized by two signing officers, as signified by their signature on the cheque and their initial on the cheque requisition.

Signing officers should not sign their own reimbursement cheques except under exceptional circumstances. In that case, the signing officer must obtain virtual permission from another signing officer who will review cheque requisition documentation.

F12.6.2 Paid by Business Credit Card

Business credit card expense are a source of expenditures that do not require the two-officer signing process in advance. As a result, credit card purchases require vigilant attention by the signing officers. Expenses charged to a business credit card are to be reconciled with monthly statements and presented to appropriate signing officers to indicate that they have authorized in arrears the expenditure(s). The Secretary/Treasurer and/or President should be notified in advance of charges to business credit cards that exceed \$5,000.

F12.6.3 Paid by SFU Account

Expenses paid through the Internal SFU Account must be authorized by one of the signing officers on the account.

F12.6.4 No Petty Cash

The Confederation does not maintain a petty cash fund. Instead, the Executive Director will make purchases from either their Vancity business credit cards or personal funds and then submit receipts for reimbursement. Where the outlay of funds is expected to be substantial, the President may approve an advance.

F12.7 Payroll

F12.7.1 Payroll Services Providers

Payroll for staff is provided by the University of British Columbia. This is done by making each employee an employee of record of the UBC Faculty Association. The Association bills the Confederation for monthly payroll expenses.

Payroll for the President is carried out by their home university. The Confederation provides a lump sum payment to the President's Faculty Association or university, as appropriate, to cover the cost of the secondment.

F12.7.2 Pension Benefits

The pension benefits to employees are provided by increasing the base salary by enrolling in the UBC Pension Plan. If an employee is ineligible, or elects not to join the UBC Pension Plan, the benefit will be provided by increasing her/his base salary by 10%.

F12.8 Bank Accounts

F12.8.1 Location and Type

At present, the Confederation has bank accounts with two institutions:

- Vancouver City Savings Credit Union (Vancity) – shares account and term deposits and business credit cards
- Simon Fraser University (SFU) – an internal account used only for purchases from SFU departments

F12.8.3 Account Reconciliation

Each month the statement for the Vancity chequing and credit card accounts, as well as the SFU internal account, will be reconciled against the cheque register and the accounting records. The reconciliation documents (including the monthly journal entries) shall be signed by the Secretary/Treasurer and the Executive Director to indicate they have reviewed the document(s).

F12.9 Division of Responsibilities

F12.9.1 Executive Director

The Executive Director ensures the preparation of all financial records. In addition to his/her duties as signing officer, the Executive Director signs the monthly bank reconciliation indicating that she/he has reviewed the document and agrees with its calculations.

Ultimate accountability for the proper conduct and accounting of the finances resides with the Executive Director. Even though the President, Vice President and Secretary/Treasurer review financial matters and sign cheques, they rely on advice and proper accounting from the Executive Director.

F12.9.2 Signing Officers

The signing officers (President, Past-President, Vice President, Secretary/Treasurer and Executive Director) are responsible for reviewing the documentation for any cheque or credit card expense they sign, signing the cheque, and initialing the cheque requisition and business credit card expense requisition forms to indicate that they have authorized the expenditure.

F12.9.3 Secretary/Treasurer

In addition to her/his duties as a signing officer, the Secretary/Treasurer signs the monthly bank reconciliation (including the monthly journal entries) indicating that she/he has reviewed the document and agrees with its calculations.