



## MEMORANDUM

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TO: Permanent Staff Members  
FROM: Kareem Ibrahim, President  
DATE: 22 September 2015  
RE: Resignation of the General Manager  
CC: Executives

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Dear SSMU Permanent Staff Members,

As you are likely already aware, the position of General Manager will be vacant beginning September 30<sup>th</sup>, 2015. With the vacancy will come the need for some redistribution of responsibilities until we find someone to permanently fill this position. Rest assured, we are working hard to find a great candidate for the position.

We have decided to work with Kenniff & Racine, an executive recruitment firm, for the recruitment of the new General Manager. This process can take anywhere upwards of 2 months; we do not want to rush the process, yet are fully aware of the implications of prolonging this vacancy. The Executive Committee will act as the Hiring Committee for the position. Once we have narrowed down the candidates, we will be forming multiple panels composed of staff, councilors, and alumni to interview the shortlisted candidates and provide feedback to the Hiring Committee to ensure that all perspectives are considered in the hiring of the new General Manager. When it comes time to form these advisory panels we will be looking for a permanent staff member to participate in the process and provide feedback on candidates.. Please let me know if you are interested in participating in the advisory panel.

We know that this past summer saw an unprecedented level of business in the SSMU office, and we're acutely aware of how much you folks had to shoulder that burden. The General Manager vacancy and transition will undoubtedly present us with some challenges, but we're confident that given the appropriate contingency planning and the implementation of proactive measures, we will be able to keep this organization smoothly functioning and cohesive, as we have proven to be for many years.

In this time, we ask that everyone put extra effort into communicating their needs and challenges to the team as proactively as possible. Striving for good communication and teamwork is essential to supporting one another as we adjust to these changes. These measures are temporary, and so we ask for your patience and cooperation while we ensure that everyone's needs are met.

Please CC myself, Jennifer, and any other relevant managers/executives in all matters pertaining what would normally be the work of the General Manager, as we are also planning to provide comprehensive training for this soon-to-be-hired individual. This is important for the transition, as they will inherit all of this information.



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Please see below the delegation of tasks and responsibilities that will be implemented beginning September 30<sup>th</sup> and ending once we successfully hire the next General Manager, and let us know if any responsibilities are absent from this list so we can ensure all duties are delegated. Please bear in mind that the responsibilities outlined in the interim delegation of tasks below will not become the sole responsibility of the individual listed, as the task delegation pertains only to the involvement of the General Manager in each of these areas..

Until a new General Manager is hired, Josée will take on signing authority and act as the Interim Finance Officer and Wendy will be the Interim Office Manager. Please let me know if you have any questions.

Best wishes,

Kareem Ibrahim  
President

## INTERIM DELEGATION OF TASKS

Overview: The following list of responsibilities outlines tasks that the General Manager is responsible for, be it in whole or in part.

### Building and Operations

- **Legal:** The President will have the sole authority to contact the lawyers will be responsible for cataloging legal invoices and reporting to the Executive Committee on the amount of each invoice.
- **Trademark:** The Vice-President (Clubs and Services) will be responsible for overseeing the trademark project.
- **Building authorities:** The Vice-President (Clubs and Services) will be the sole building manager.
- **Office:** The Vice-President (Clubs and Services) will be responsible for determining SSMU office hours and winter closure.
- **Insurance:** The Vice-President (Clubs and Services) will be responsible for requesting insurance certificates for events as required, and for contacting the insurance company regarding any questions or liability concerns.
- **Beer contract:** The Vice-President (Finance and Operations) will work with the Food and Beverage Director on the beer contracts.
- **Large renovations:** The Vice-President (Finance and Operations) and the Vice-President (Clubs and Services) will be responsible for overseeing large renovation projects and other capital projects.
- **Lease negotiations:** The Vice-President (Finance and Operations) and the Vice-President (Clubs and Services) will be responsible for lease negotiations with tenants.



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## Staff Management

- **Supervision:** The supervision of permanent staff who are supervised by the General Manager will be distributed among the Executive Committee. This will include the responsibility of following-up on regular business, projects, and objectives in workplan meetings, performance evaluations, and approval of timesheets.
  - The Building Director will report to the Vice-President (Clubs and Services)
  - The HR Advisor will report to the President
  - The Comptroller will report to the Vice-President (Finance and Operations)
  - The Food and Beverage Director will report to the Vice-President (Finance and Operations)
  - The Events Manager will report to the President
  - The Communications and Publications Manager will report to the President
- **Office:** The Communications and Publications Manager will act as the Interim Office Manager, and will be responsible for supervising the Front Desk Receptionist and part-time/lunch hour receptionists.
- **Student staff:** The Vice-President (Clubs and Services) will supervise Elections SSMU and the Judicial Board. The President will supervise the General Manager Administrative Assistant.
- **Vacation:** The HR Advisor will be responsible for approving vacation requests for staff supervised by the General Manager.
- **Conflict resolution:** The President will be responsible for intervening if conflicts arise between permanent staff.
- **Disciplinary measures:** Responsibilities of the General Manager relating to disciplinary action will be transferred to the President.
- **Meetings:** Staff and manager meetings will be organized by the President.
- **Potluck:** The Vice-President (Internal) will be responsible for planning the holiday potluck.

## Human Resources

- **Recruitment:** The President will be responsible for interviewing and selecting candidates for permanent staff positions and bringing selections to the Executive Committee for approval.
- **Inflation indexing:** The Vice-President (Finance and Operations) will be responsible for obtaining, in collaboration with the HR Advisor, the annual inflation rate information and providing it to the Executives.
- **HR Committee:** The President and HR Advisor will be the sole members of the HR Committee.
- **Policy:** The President will take on the General Manager's responsibilities relating to HR policy and program revisions.



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- **Group insurance:** The Vice-President (Finance and Operations) shall take on responsibilities relating to the group insurance plan renewal.
- **Job descriptions:** The President will be responsible for taking revisions to permanent staff job descriptions to the Executive Committee for approval.

### Daycare

\*We hope to delegate more of these responsibilities to the Vice-President (Finance and Operations) once their police check is complete\*

- The Vice-President (Finance and Operations) will take on the following Daycare-related responsibilities including:
  - collaborating in budget creation and financial decisions
  - acting as a signing officer for the Daycare
- The President will take on the following Daycare-related responsibilities including:
  - overseeing and supporting the Daycare Director
  - replacing the Daycare Director in managerial matters if absent
  - negotiating the lease renewal with McGill
  - calling the Daycare General Assembly
  - acting as Secretary of the Daycare Board of Directors

### Finance

- **Banking:** The Vice-President (Finance and Operations) will take on responsibilities relating to the banking contract.
- **Audit:** The Vice-President (Finance and Operations) will take on responsibilities relating to the audit.
- **Financial Statements:** The Vice-President (Finance and Operations) will be responsible for setting deadlines for the preparation of the monthly financial statements, and for reviewing the financial statements and informing the Executive Committee, any relevant department managers, of any errors, discrepancies, or irregularities.
- **Payroll:** The President will be responsible for approving payroll in the absence of the Controller.

### Administration

- **Financial Statements Presentation:** The Vice-President (Finance and Operations) will ensure that the presentation of the financial statements is done at the Fall General Assembly.
- **Auditor Nomination:** The Vice-President (Finance and Operations) will be responsible for ensuring that the auditor is nominated at the Winter General Assembly.
- **Legislative Council:** The President will be responsible for communicating to relevant staff members when Legislative Council decisions may impact the operations of the Society.



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- **Board of Directors:** The President will be responsible for overseeing the nomination of directors.
- **MoA (Memorandum of Agreement):** The Executives will take on all responsibilities pertaining to the McGill Memoranda of Agreement.
- **Registraire des Entreprises:** The Human Resources Advisor will be updating the Registraire des Entreprises with information regarding SSMU Directors, as required.



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## INTERIM FINANCE OFFICER

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The Comptroller will be acting as the Interim Finance Officer, and assuming the following responsibilities and authorities of the General Manager:

### **The Interim Finance Officer will be responsible for:**

- Supporting the Vice-President (Finance and Operations) in ensuring the long-term financial stability of the Society.
- Advising the Vice-President (Finance and Operations), and other Executives as applicable, in financial matters.
- Communicating information regarding finances to department managers and acting as resource regarding the monthly department budget variance reports.
- Ensuring, with the Vice-President (Finance and Operations), that the Society's expenses are controlled and that the Society is on track with the approved budget.
- Preparing the General Administration budget for approval by the Vice-President (Finance and Operations), during the October, February, and April budget revisions.
- Ensuring that copies of all contracts and agreements are maintained.

### **Signing authority:**

- The Interim Finance Officer will be the administrative signing authority for all cheques and transactions of the Society and the signing officer for the General Administration department.
- The Interim Finance Officer will be, along with the Vice-President (Finance and Operations), required to sign all contracts and obligations that the Society enters into.
- The Accounting Analyst will be given the authority to sign as the administrative signing authority for cheques, transactions, and contracts in the absence of the Interim Finance Officer.



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## INTERIM OFFICE MANAGER

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**The Interim Office Manager will be responsible for:**

- Supervising, interviewing and evaluating the Front Desk Receptionists
- Overseeing general office maintenance, including:
  - furniture,
  - telephones,
  - room and cubicle bookings,
  - kitchen cleanup coordination,
  - photocopier maintenance,
  - distribution of printer codes,
  - office signage,
  - office supplies.