

VP OF OPERATIONS & FINANCE

ROLE AND RESPONSIBILITIES

- ▶ Oversee all financial matters of the Association
- ▶ Provide oversight on the disbursement of the assets of the Association in accordance with the Bylaws of the Association and at the direction of the Board
- ▶ Provide oversight on the completion of all documents which are required by law or which are requested by the Board in a timely fashion
- ▶ Present the previous year-end financial statement to the General Members at the Annual General Meeting

INTERNAL RESPONSIBILITIES

- ▶ Monthly Executive Board videoconferences
- ▶ Report on committee meetings and other relevant communications
- ▶ Mentorship of incoming VPOF – introduce to roles and responsibilities (normally done at Executive Retreat)

MEMBER OF THE FOLLOWING

EXTERNAL COMMITTEES

AMA Committee on Financial Audit (COFA)

- ▶ Meets quarterly
- ▶ No proxy or other observers are allowed
- ▶ PARA ambassador sits only as an observer; no voting privileges
- ▶ Dress Code: business/business casual (no jeans)
- ▶ PARA Assembly report required

INTERNAL COMMITTEES

Finance and Operations Committee (FORC)

- ▶ Committee Chair
- ▶ See Guidelines and Terms of Reference for details

Employee Relations Committee (ERC)

- ▶ Committee member
- ▶ See Guidelines and Terms of Reference for details

Negotiation Committee (NC)

- ▶ Committee member (not required, but recommended)
- ▶ See Guidelines and Terms of Reference for details

YOUR COMMITTEES

EMPLOYEE RELATIONS COMMITTEE (ERC)

TERMS OF REFERENCE

To provide an ongoing review of the job performance of the Chief Executive Officer and any human resource issues throughout the year; to be advisory of staff recruitment and/or dismissal with ratification by the Board; to be advisory to changes to the compensation package of the PARA staff where consulted.

OBJECTIVES

- ▶ Creation of strategic direction for PARA's human resources (HR); advisory to the PARA Executive Board of Directors.
- ▶ Assessment and review of all HR policies inclusive of remuneration and terms of benefits as detailed in the contract documents, job description documents and annual evaluation policies.
- ▶ Annual performance review of PARA's Chief Executive Officer; initiated by the ERC Chair.
- ▶ Review of annual performance appraisals of PARA staff initiated by the Chief Executive Officer.

MEMBERSHIP

- ▶ Past President (Chair)
- ▶ President
- ▶ Vice President of Operations and Finance
- ▶ Executive Board member (chosen by consensus of the Board)
- ▶ Assembly Delegate (elected by the PARA Assembly)
- ▶ Chief Executive Officer

REPORTING RELATIONSHIP

The ERC is accountable to the Assembly for all assessments and decisions. This accountability functionally occurs through reporting to the Executive Board who then reports to the Assembly.

TERM

Annual; members of the ERC are encouraged to serve for multiple terms where possible.

MEETINGS

The ERC is to meet biannually with an attempt to hold at least one of these meetings in person. Additional meetings may be called as required.

GUIDELINES

ROLES AND EXPECTATIONS OF THE ERC

- ▶ Review new or altered ERC documents.
- ▶ Contribute to and approve the annual review of the Chief Executive Officer (CEO).
- ▶ Review annual performance appraisals of PARA staff performed by the CEO.
- ▶ Receive and elicit feedback regarding PARA human resources.

ROLES AND EXPECTATIONS OF THE ERC CHAIR

- ▶ Initiate the CEO's annual performance review.
- ▶ Compile the annual performance review for the CEO.
- ▶ Review with the CEO their annual performance review.
- ▶ Co-create yearly goals and action plans with the CEO.

ROLES AND EXPECTATIONS OF THE CHIEF EXECUTIVE OFFICER (CEO)

- ▶ Apply hiring and dismissal policies pertaining to PARA staff.
- ▶ Evaluate PARA staff annually.
- ▶ Co-create and guide annual goals and objectives for PARA staff.
 - ▶ Support staff will refer any issue with regards to employment or management of the office to the CEO.
 - ▶ Support staff may request to meet with the ERC although this expectation shall not be required as part of their annual evaluation.
- ▶ Report to the ERC Chair: Annual PARA staff evaluation and direction.
- ▶ Promote a positive work culture consistent with philosophies of transparency, fairness, opportunities, and mutual respect.

ANNUAL PERFORMANCE REVIEW OF THE PARA CEO

- ▶ 360° performance review through requesting feedback from PARA staff and members of the ERC.
- ▶ The ERC Chair, under the advisement of the ER Committee excluding the CEO, will compile this feedback into a written performance review.
- ▶ The CEO and the ERC Chair will establish goals and a development/action plan for the future based on the CEO's performance review.
- ▶ The CEO may request to meet with the ERC after the annual performance has been reviewed with the ERC Chair, although this expectation shall not be required as part of the annual performance review.

FINANCE & OPERATION REVIEW COMMITTEE (FORC)

TERMS OF REFERENCE

FORC is tasked with providing oversight of the financial operations of the Association and to review and recommend the annual budget to the PARA Executive Board. In addition, FORC reviews the Bylaws as required and ensures that the policies and procedures of the Association allow for the Mission, Vision and Strategic Direction of the Association to be effectively pursued.

DUTIES

- ▶ Initiate review of the Bylaws as necessary and provide any required amendments to the PARA Executive Board in order for amendments to be presented to the General Members at the Annual General Meeting for approval.
- ▶ Review and recommend the annual budget to the PARA Executive Board for approval.
- ▶ Review of quarterly results (prior to Assembly meetings) compared to budget in order to provide financial oversight for the Association.
- ▶ Delegate the review of policies and procedures as stated below.

POLICY REVIEW PROCESS

- ▶ Creation of or changes to any financial policy (e.g., expense reimbursement policy) will be initiated by FORC with final approval made by the PARA Executive Board.
- ▶ Any policy or procedure associated with any other committee (e.g., Employee Relations Committee, Leadership & Education Committee, etc.) will be reviewed by that committee and that committee will be responsible for presenting changes to the PARA Executive Board.
- ▶ Creation of or changes to administrative policy or procedure dealing with day-to-day operations of the Association will be performed by the appropriate office staff. Notification of significant policy changes will be provided to the Chief Executive Officer who will be responsible for informing the VPOF and President.

MEMBERSHIP

- ▶ Vice President Operations & Finance (Chair)
- ▶ President
- ▶ Past President
- ▶ Chief Executive Officer (ex officio)
- ▶ Other PARA Staff (ex officio)
- ▶ Assembly Delegates
- ▶ General members

REPORTING RELATIONSHIP

Accountable to the PARA Executive Board

TERM

Annual

MEETINGS

The FORC is to meet prior to each PARA Assembly meeting during the academic year (except for the first Assembly meeting). As well, there should be a meeting for the review of the annual budget. Additional meetings may be called as deemed necessary by the Chair.

The first meeting date should be set within one month of the first Assembly meeting of the academic year.

GUIDELINES

ROLES AND EXPECTATIONS OF THE FORC

- ▶ Review and recommend the annual budget to the Executive Board.
- ▶ Review the actual versus budget operating results at least once per year.
- ▶ Review the bylaws as deemed necessary.
- ▶ Review and make any necessary amendments to financial policies or procedures as required.

ROLES AND EXPECTATIONS OF THE FORC CHAIR

- ▶ Meet annually with PARA's financial advisor.
- ▶ Facilitate and chair any meeting of the FORC.
- ▶ Present the budget to the PARA Executive Board for approval.
- ▶ Present any changes to the PARA Bylaws to the Executive Board in order for formal presentation to the General Members at the Annual General Meeting for approval.

ROLES AND EXPECTATIONS OF THE CHIEF EXECUTIVE OFFICER OR DESIGNATE

- ▶ Prepare the annual budget for the Professional Association of Resident Physicians of Alberta (PARA).
- ▶ Prepare quarterly reports on the Association's operations comparing budget to actual results.
- ▶ Brief the FORC Chair on these documents.
- ▶ In conjunction with the Vice-President of Operations and Finance (VPOF), review PARA's investment strategy policy annually.
- ▶ Report significant changes to office policies and procedures to the VPOF.
- ▶ Implement review of office policies and procedures as directed by the FORC.
- ▶ Ensure that PARA's financial records are 'audited' annually as per the PARA Bylaws. This 'audit' will take the form of a review engagement or an audit engagement performed by an external accounting firm.

NEGOTIATION COMMITTEE (NC)

TERMS OF REFERENCE

To prepare and enter into negotiation of the Resident Physician Agreement with Alberta Health Services, the University of Alberta and the University of Calgary on behalf of the full membership of the Association.

OBJECTIVES

- ▶ To represent the interests of all members of the Association to ensure optimal working conditions and personal well-being for all members.
- ▶ To ensure that all members of the Association have an opportunity to provide input into the Resident Physician Agreement by way of formal feedback (survey) and informal feedback (other forms of communication with committee members).
- ▶ To recommend the members of the Negotiation Team, a subcommittee of the NC, that will participate in the bargaining sessions. Each team member's appointment is confirmed by the PARA Executive Board. The make-up of the Negotiation Team will be as representative of the full PARA membership as possible based on the Negotiation Committee members expressing interest.
- ▶ To review the recommendations of the Negotiation Team regarding the results of bargaining in order to provide a formal recommendation to the Executive Board. This review will be done to ensure that the proposed recommendations are in alignment with the approved negotiation strategy and the best possible Agreement has been reached.
- ▶ To recommend to the Executive Board acceptance of the negotiated Agreement or to recommend the need for further bargaining or independent mediation or arbitration. The goal is for Committee consensus on the final recommendation to the Executive Board, however, if that is not possible then a Committee vote will occur.

EXPECTATIONS OF COMMITTEE MEMBERS

- ▶ To actively participate in all teleconference or videoconference meetings and when possible attend in-person meetings.
- ▶ Join a working group to provide detailed information on a particular aspect of the negotiation work to the whole committee.

MEMBERSHIP

- ▶ Chief Executive Officer (Chair)
- ▶ President
- ▶ Past President
- ▶ Vice President Operations and Finance (recommended)
- ▶ Assembly Delegates
- ▶ General Members
- ▶ PARA staff (ex officio)

**Note: Once the Negotiation Committee is active, PARA members may express interest in joining the Negotiation Committee up to the second meeting of the committee, at which time membership will be closed.*

REPORTING RELATIONSHIP

Accountable to the PARA Executive Board

TERM

Committee is struck in the final year of the current Agreement and is operational until negotiations have concluded.

MEETINGS

An operational plan will be developed by the committee to include both teleconference or videoconference meetings and in-person meetings. The frequency of meetings will be determined in consultation with the President and Past President.

GUIDELINES

ROLES AND EXPECTATIONS OF THE NC

- ▶ Participate in all teleconference or videoconference meetings and when possible attend in-person meetings.
- ▶ Actively participate on a committee working group providing detailed research and information on a particular aspect of overall negotiation work.
- ▶ Contribute to the overall negotiation strategy of the Association by actively engaging colleagues in dialogue and encouraging participation in the Negotiation Survey.

Confidentiality and Code of Conduct

- ▶ Committee members shall at all times maintain the confidentiality of information acquired as a consequence of their service to PARA and must not make use of, or reveal, such information or records in the course of performance of their duties and/or responsibilities, or until the information is made public and communicated as such.

ROLES AND EXPECTATIONS OF THE NC CHAIR

- ▶ Facilitate and chair all meetings of the Committee.
- ▶ To create a schedule for the committee to follow regarding completion of working group work.
- ▶ Update the PARA Executive Board at the monthly Executive teleconferences on the activities of the Committee.
- ▶ Provide reports to the PARA Assembly as necessary on the current status of negotiations.

ROLES AND EXPECTATIONS OF THE CHIEF EXECUTIVE OFFICER OR DESIGNATE

- ▶ To ensure that the Committee has the support and resources to properly prepare for negotiations including providing guidance on the overall strategy for bargaining.
- ▶ To provide assistance and guidance as necessary to the staff leads on each working group.
- ▶ To ensure the creation of a Negotiation Survey Report for use by the Committee.
- ▶ To communicate with the NC and the PARA Executive Board any pertinent information gathered from the Joint Consultation Committee meetings.
- ▶ To ensure the lead negotiator chosen fits with the overall strategy for bargaining as determined by the Committee.
- ▶ To create a summary document on the results of the Negotiation process including details on the cost of negotiations, evaluation of the bargaining and other pertinent (contextual) information to be used in future negotiation cycles.