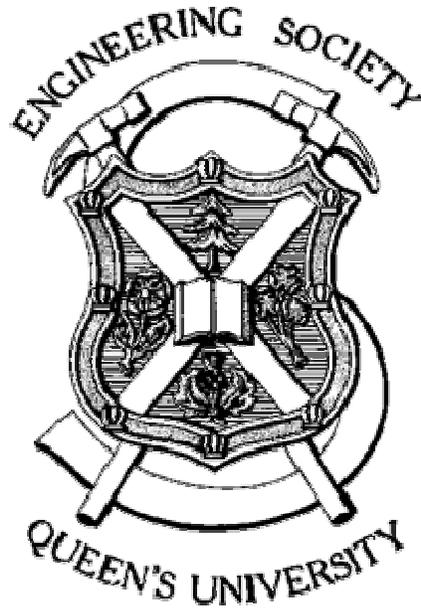


ENGINEERING SOCIETY DEVELOPMENT STRATEGY

RECOMMENDATIONS OF THE VICE PRESIDENT (OPERATIONS)



Prepared by

Robert Macnamara
Vice President (Operations)
Queen's Engineering Society

Submitted

December 5th, 2007

Executive Summary

Throughout the 2007-2008 year, numerous challenges and opportunities have presented themselves for the Engineering Society. Formed in 1897, the Engineering Society of Queen's University is one of the oldest representative bodies for engineering students in Canada. However, with the closure of Clark Hall Pub, other key issues connected to this incident have been identified and require appropriate action. These issues have been categorized into five areas of discussion: Clark Hall, Security Services, Accountability Structure in both the human resources and the finances of the Society, Permanent/Part time staffing and Incorporation.

The developments of Clark have been overseen by the Clark Development Task Force and their recommendations have been submitted and are included in full in the Appendix. The Task Force will stay on track with many of their recommendations and include any additions/alterations from the VP Operations. When Clark is re-opened, it is recommended that some version of the Task Force continue to act as the innovative group contributing to Clark's success.

The Security Service of the Society must be re-evaluated with the new legislation of Bill 159 that came into effect on August 23, 2007. The option supported is the establishment of a Chief Sci Con to oversee the safety and security of Eng Soc members and assets and coordinate Eng Soc security with the AMS Student Constables.

Many areas of accountability must be improved. Financial systems and reporting, human resources structure and organization and appropriate compensation plans must be developed to transition on for the new Executive. A financial plan should be developed to determine whether a full time or part time staff member can be afforded. Additionally, suggestions for reduction of unnecessary spending and more appropriate allocation to sustain human resources and priority initiatives should be suggested.

Finally, a decision on Eng Soc incorporation must be made for the New Year as this will guide how the other developments are to take place.

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Introduction

It has been quite the year for the Engineering Society and, while it was not what was expected in the initial campaign, upon recognizing the position and the decisions that have been made, this is the year in which Eng Soc is getting back on track.

Several important topics have taken the focus of the Operations portfolio this year. Clearly the most obvious has been the revitalization of Clark Hall. Additionally, the Society has been challenged with responding to changes in legislation and the need to assess the security services within Eng Soc. Third was the realization of the need to overhaul the financial practices and accountabilities within Eng Soc as well the need to standardize and update the policies and job descriptions from human resources aspects of the Society at large. While addressing these issues, the need for having some full or regular part time support positions to Eng Soc was identified to ensure that these practices are regularly improved and there is a level of knowledge and experience that can be passed on to successive generations of leaders in the Society. Finally, as a result of investigation of the Clark issue and other practices, the question of Incorporation of the Society was raised once again..

As such, this report will provide an overview, describe the challenges/opportunities, and provide the recommendations of the Eng Soc Vice President (Operations) of the following topics:

- Clark Hall
- Security Service
- Accountability Structure - Financial and Recruitment
- Permanent/Part time staffing
- Incorporation



Areas of Issue

1. Clark Hall

This section serves as a summary of the developments of Clark Hall Pub with emphasis specific recommendations and plans for moving forward. Each of the Team Leaders of the Task Force submitted individual portfolio reports which can be found online.

The vision for the new Clark is to make it more than just a Campus Pub, but a hub of programming for engineers and all students on campus run by the Engineering Society, that operates in a fiscally and legally responsible way. It will seek to realize its full potential as a campus events based venue, revolving around creativity and innovation, with exceptional customer service and welcoming, inspiring staff. Clark's greatest asset is its ability to change and adapt to any style event while providing a close, friendly environment. Consistently providing a new and stimulating experience will ensure the long-term popularity of the venue.

Much work has already been done to allow Clark to achieve this vision as can be seen in the accompanying files. A summary that outlines the overarching areas of development and associated strategies is shown in Table 1. The Clark development focuses around marketing, programming, infrastructure, and operational systems.

Objectives, Goals, Strategies, Measures Breakdown

Table 1 – OGSM Breakdown of the Clark Development

Objectives	Goals	Strategies	Measures
Marketing – To every student	<ul style="list-style-type: none"> Expanding its clientele to a more diverse group of students Engaging students from all over campus Reaching broadest group of students Develop relationships with First year students as a venue to hang-out and attend regularly 	<ul style="list-style-type: none"> Developing specific marketing strategies for each group of students. Marketing to specific faculties – Commerce, Fine Arts, Nursing, Phys-Ed. <p>Commerce</p> <ul style="list-style-type: none"> Utilizing the rivalry sparked in frosh week between engineers and commerce Advertising Clark as a bar to hold Commerce Conference Socials. <p>Fine Arts & Music</p> <ul style="list-style-type: none"> Creating Clark as a space for Fine Art students to use for performance. 	<ul style="list-style-type: none"> Templates for advertisements, with ability to adapt according to event. Faculty specific slogans Ad placement in faculty specific buildings, newspapers, other mediums. Availability of All-Ages night and Sunday night dinners. Develop extensive programming package and booking system available for event planning

		<p>Phys-Ed Students</p> <ul style="list-style-type: none"> • Targeted advertisements in frequented buildings <p>Frosh Groups</p> <ul style="list-style-type: none"> • Help maintain relationships with Frosh and Leaders. • Developing relationships to Clark during Frosh Week to maintain customer loyalty <p>Campus Clubs and Organizations.</p> <ul style="list-style-type: none"> • Provide a dynamic space to hold various events. <p>First Year Students</p> <ul style="list-style-type: none"> • Representing Clarks name at various first year events • Provide a comfortable atmosphere and underage opportunities at which to hang out • Integrating Clark Cheers into Frosh Week Cheers 	<ul style="list-style-type: none"> • Clark Representatives present during Frosh Week activities for advertisements. • Clark merchandise available all over campus.
Marketing - Advertising	<ul style="list-style-type: none"> • To streamline effective advertisements for Clark and Clark events. 	<ul style="list-style-type: none"> • Researching costs of various printing services • Continually review effectiveness of advertising strategy and re-evaluate if necessary through Marketing Manager position. • Create and distribute a survey with various questions to determine specific faculty needs and desires for a venue such as Clark. • Create a dynamic, engaging website where all Clark updates, resources and events will be available. 	<ul style="list-style-type: none"> • Unique posters and merchandise for all faculties. • Advertisements in Golden Word and Journal • Merchandize with unique style and logo for Clark. • Cater advertising to results from the survey. • Monthly and bi-monthly reports on effectiveness of advertisements on patron attendance and receptivity.

Programming – Clark as an Events Based Bar.	<ul style="list-style-type: none"> • Develop Clark to be a space dynamic for running other events. • Establish Clark as an events based bar. 	<ul style="list-style-type: none"> • Have Clark available for booking events for any theme or event through the ongoing collection of decorating materials. • Provide variety– hiring caterers, decorators, etc. to hold any specific event. 	<ul style="list-style-type: none"> • Creating a unique programming package which outlines the possible events, costs and services Clark could provide for the client • Implement an effective, customer oriented event booking system.
Programming – Appealing to Academics	<ul style="list-style-type: none"> • Develop ability to host academic events 	<ul style="list-style-type: none"> • Create a comfortable space for tutoring • “Dinner and a Tutor” concept to appeal to first year students. 	<ul style="list-style-type: none"> • Hold review sessions for Exams at Clark • Provide atmosphere for tutors with necessary equipment – whiteboards, etc.
Infrastructure – Improving the atmosphere and services of the bar (See Infrastructure Development for more details)	<ul style="list-style-type: none"> • Develop a professional bar space that all clubs, committees, and services can use. 	<ul style="list-style-type: none"> • Improve the infrastructure of Clark to accommodate a changing crowd of students • Create a better lit environment with a clean and pleasant atmosphere consistent with student expectations. 	<ul style="list-style-type: none"> • Changes to be implemented are outlined in Next Steps – Phase One, Two and Three
Accountability - Financial	<ul style="list-style-type: none"> • Effective, accurate systems of accounting that provide useful data and statements of Operations. • Common GL System for all Operating units and Divisions of EngSoc to allow for roll-up to independent & overall financial reports • Implementation of proper signing authorities and banking resolutions involving VP Ops. 	<ul style="list-style-type: none"> • Work with the recommendations made by the various accountant reviews. • Director of Finance to implement common systems across EngSoc and services consistent with those described in “Accountability Structure” • Implement similar financial practices as outlined in the Tea Room Cash Handling Procedures. 	<ul style="list-style-type: none"> • Effective reporting in QuickBooks • Well managed, properly interpreted books that can be used to improve service performance.



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Clark Hall, Queen's University Kingston, Ontario K7L 3N6
 Tel: (613) 533-6008 Fax: (613) 533-6678
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<p>Accountability – Human Resources</p>	<ul style="list-style-type: none"> • Effective lines of accountability • Effective training • Clear understanding of responsibilities and expectations. • Proper contracting of employees, incl job descriptions & performance-based employment requirements 	<ul style="list-style-type: none"> • Director of Human Resources to implement common systems across EngSoc and services consistent with those described in “Accountability Structure” 	<ul style="list-style-type: none"> • Proper training • Understanding of positions • Understanding of accountability organization • Effective enforcement of Security and upholding of the Liquor License obligations.
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Task Force Recommendations

Infrastructure

In January, the infrastructure team will be working to set up the bar to be ready to open with the purchase of new assets, new coats of paint, etc. The first phase consists of recommendations to be completed before the re-opening of the pub. The second phase includes activities that can either be done during the operation of the pub, or in the future (such as the summer closure). Finally, the third phase includes ideas that require substantially larger investments and are not crucial to the operations of the pub, but would help to improve it. Below is a summary of the recommendations from the report submitted by the Infrastructure Team Leader which can be found online.

Recommendations regarded as Accepted

- Phase One: Paint, lighting, couches, chairs/tables, microphone stands, bathrooms, debit tied in with P.O.S., display cases, and floors are all accepted.
- Phase Two: Mop and broom closet reorganization is accepted. Mixing board, DJ computer, stage lights, and safe should be upgraded with cash being set aside now to invest in these assets over the Summer.

Recommendations regarded as not accepted or delayed

- Signage of the Pub, the office door, and CD player are important but not necessary to the immediate opening of the Pub, these can be addressed over the summer when there is more time available.
- Phase Two: Beer Fridge should be investigated further and can be delayed due to prioritization.
- Elevator access/increased capacity through additional fire exit must all be looked into as soon as possible to determine feasibility and impact on bar operations.
- Phase Three: speakers, larger bar top, new ceiling.

Additional recommendations by VP operations

- Day set aside to clean out the Clark office, remove unnecessary junk that has accumulated, and prepare filing cabinets to maintain records and information in an organized way.
- Incorporation of the AMS daily sales software in the Clark computer to more effectively track sales and maintain records of operation.
- Engagement of more students, specifically fine arts students, on the team to provide insight in the new decoration and setup of the bar.
- Establishment of opening, cleaning, and closing procedural checklists.
- Preparation of transition material for the Bar/Operations Manager.
- Improvement of inventory and stock check systems to determine waste and spillage and compare actual sales to theoretical sales.



Marketing

Clark's niche on campus is to excel as events based bar and to sell that aspect to campus. It has the ideal space and location to appeal to campus clubs and organizations as the best party host on campus. It will provide a welcoming, relaxing and inclusive atmosphere for everybody on campus by addressing and responding to the current needs and interests of different faculties and campus groups. It will also re-establish itself as the centre of engineering community on campus. To reach these goals and overcome past perceptions, appropriate promotion of the bar is of utmost importance. Below is a summary of the recommendations from the report submitted by the Marketing Team Leader which can be found online.

Recommendations regarded as Accepted

- Specific faculty marketing with plans generated and prepared in Winter Term.
- Concierge type role to actively engage and cater to specific campus clubs by providing them with customized parties/events. Surveys to be prepared in Winter Term 2008 and development to take place over summer.
- Improving the functionality of the website over the summer.
- Merchandise to be sold in Winter Term 2008.
- Development of new slogan, adaptable logo, and exciting 'buzz'.

Recommendations not accepted or delayed

- Amount of newspaper ads will depend on budget constraints.

Additional recommendations by VP operations

- Preparation of hiring advertisements.
- Preparation of transitioning material for new management.
- Preparation of new organization structure and job descriptions to guide recruitment for the 2008-2009 operating year.
- To further develop ties to those in first year, contact Eng, Art/Sci, Commerce, etc. Frosh Week organizers to have events at Clark during orientation week. Incorporate Clark into the campus tour provided by Gaels.



Programming

The programming to fulfill Clark's new role must be exciting and innovative. While Clark must operate within the fundamental systems of a business, it will excel at being a truly dynamic space revolving around creativity, exceptional customer service and welcoming, friendly staff. Exciting events, regular scheduling, and incredible performances will be part of the unique experience that Clark can provide. Below is a summary of the recommendations from the report submitted by the Programming Team Leader which can be found online.

Recommendations regarded as Accepted

- Actively engage specific campus clubs by providing them with unique programming and events options.
- Clark Grand Opening Week as first week of school in 2008/2009 academic year.
- Monthly themed Rituals with specific programming associated with each event to draw more patrons and add to the fun.
- Enhanced customer service and events training for staff
- Further development of programming package with respect to: professionalism, pricing, and outlining various levels of events to hold.

Recommendations not accepted or delayed

- Weekly schedule must still be finalized. The profitability of opening regularly on a particular number of nights should be investigated. It would make sense to be open less at the beginning and gradually increase.
- The expansion of Clark events outside the bar, while fantastic, may not be profitable. The effectiveness of such ventures should be further explored.

Additional recommendations by VP operations

- Preparation of hiring advertisements
- Preparation of transitioning material for new management.
- Initiate engagement of campus clubs in Winter Term through the assistance of the Clark survey.
- Further develop underage events to bring first years into Clark and provide them with an exciting experience.
- Adjust staff job descriptions to reflect emphasis on events based role.



Financing of Clark Development Project

The Financing Team was created in order to obtain, organize, and distribute funding for the reopening of Clark. It is estimated that the cost of the full re-development project will be around \$60,000. Fundraising is primarily done through grants and events run by this team. There are five sub-areas to the group which different task members focus on, and these are: Ritual, Merchandise, Advertising, Events and Opportunities.

Table 4 – Current Revenue Generated by Financing Team

Grants	Status	Amount Received
Cold Beverage Exclusivity Fund	Pending	
ASUS Grant	Pending	
AMS Board of Directors Grant		\$ 2,000.00
Student Donations		
Former Staff		\$ 375.00
Temporary Ritual		\$ 180.00
Merchandise		
Sale of Old Merch	Complete	\$ 350.00
Sale of New Merch	Designing more merch	\$ 39.00
Temporary Ritual		
Ale House	Ongoing	\$ 400.00
TOTAL		\$ 3,344.00

It is projected that the priority aspects of Phase 1 will be complete by the end of December at which point we hope to hear from previous grant applications to continue Phase 1 in January.

Future Sources of Funding

Future initiatives are described in more detail in the Appendix. Funding will continue through events such as Ritual, joint initiatives with Commerce, concerts, sale of merchandise and application for grants. It is also highly recommended that Eng Soc forgive Clark's \$33,000 of debt and commit at least \$20,000 into the re launch of this initiative.



EngSoc Clark Relationships

The relationship between Clark and Eng Soc had become significantly strained after years of service. With the reopening of the service, this relationship will begin anew and should be strengthened. This has been initiated by the development work on the Pub and can be sustained through the HR procedures and projects as suggested in the Accountability section. This will help by clearly identifying the responsibilities and expectations as well as clearly lay down the lines of accountability. Additionally, it is suggested that the Eng Soc VP Operations and/or Director of Human Resources continue to attend regular weekly Pub Manager Meetings with the new Clark Head Manager. Finally, through the exploration of a permanent or part time staff member, management of Clark can be given the support and long term memory to maximize the learning experience for the managers and assist them in their work.

Transitioning and Training

It is suggested that enhanced training procedures are provided for management and staff of all services. Starting this year, management training sessions will be held over two days with presentations from professors and professionals from across the University. Additionally, the Executive/Directors will hold sessions on Eng Soc specific topics. The Eng Soc Board of Directors is currently investigating how to improve the transitioning process. More stringent methods of transition document or operation manual preparation is being developed with the Tea Room implementing a thorough review process. Through this transitioning and effective shadowing procedures, management of all services and those of Clark will be fully prepared and capable for the job when they officially take over.

Staff training will be finalized over the summer and will take place during the final week of summer. While it is understood that it may not be possible for starting services, all efforts should be made to make these paid training sessions to enhance the accountability and enforcement of this training. For Clark, once staff has been trained, they will be tested through training shifts during which the bar is not open to the public.

Re-Opening the Pub in 2008

In order to reopen the pub, the Engineering Society must address the other issues with regards to Security, Accountability, Permanent Staff, and Incorporation as addressed in the remaining sections of the report. These key areas simultaneously address the overarching issues of the Society and services operations and, if dealt with appropriately, will result in a much more appropriate system out of which to operate.

In similar fashion to the Steering Committee for the Tea Room, it is recommended that the Clark Development Task Force continue to exist after the Pub is re opened. This group of people can be the innovative body that continues to work towards engaging students across campus and creating new initiatives to maintain the dynamic nature of the



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Clark Hall, Queen's University Kingston, Ontario K7L 3N6
Tel: (613) 533-6008 Fax: (613) 533-6678
<http://engsoc.queensu.ca>

new Clark. It can be composed of professionals in industry that can provide feedback, student volunteers, Eng Soc representatives, and Clark management.

Ideally, the Pub can open in full capacity by September 2008 as shown in the updated timeline in Figure 1. However, with the developments in the operational procedures, it is necessary to have some soft opening nights in March, April, and May to 'test' the new structure and operational guidelines of the pub. This would involve looking at the effectiveness of the security option chosen, reviewing the new operational systems, operating with no drinks served for those underage and then opening for those of-age, etc. Not only will this help in the developments but also in the transitioning and training of the new Eng Soc Exec and Clark Management. Effective ways to accomplish this will be looked into in the upcoming term and discussed with the Liquor License Holder.



Figure 1 – Updated Clark Reopening Schedule
Re-Launch of Clark Hall Pub

<i>Team Leaders:</i>	<i>Phase I Ideas and Engagement of Students</i>	<i>Phase II Planning/ Design</i>	<i>Phase III Implementation</i>					<i>FULL RE- LAUNCH</i>	
Programming/Spirit Lead – Tyler Lypc	September	November	December	January	February	March	April	Sum mer	September
Marketing/P.R. Lead – Jessica Hollins	October	December							
Fundraising Lead – Cameron Howieson									
Infrastructure Lead – Brigette Palleske			General Update Meeting,	Exams, Christmas Holidays	Purchasing of new Assets, Campaigning Christmas Holidays	Clark HM hired, Midterms Reading Week	Assistant Manager due and hired, Midterms Manager Training Staff Hiring	Final Exams Final Exams Final Exams	Clark Grand Opening Week Full Staff Training
Financial/Operational Management Procedures Lead – Rob Macnamara					Completion of Phase I, New Executive Elected New Directors Hired		Staff Hiring, Soft Opening #1	Phase II and evaluation of systems Full Staff Training, Soft Opening #3	
University/Supplier Relations Lead – Jackie Romanow							Soft Opening #2		
HR Reorganization Lead – Alexa Granger									
Financial Accountability Lead – Timmis Gloge									



2. Eng Soc Safety & Security Service

Student safety at Queen's University is of utmost importance. There has historically been two student safety services on campus (Student Constables and Science Constables).

Now with the implementation of Ontario Bill 159 applying to private security services, Queen's AMS and Eng Soc will be required to meet the following requirements:

- license all staff who serve in a security service capacity. It will cost \$80 to license a staff member and must be renewed annually.
- mandatory training will require 40 hours plus a minimum \$20 cost for training materials per person
- uniform considerations
- professional management and structure of accountability consistent with the above (i.e. supervisors will need the same training as the security service members plus additional training in security service supervision, crisis management, etc.)

The new regulations of this bill are in effect as of August 23, 2007 with training and testing coming into effect in Fall 2008. Insurance requirements will also come into effect on August 23, 2008 with uniform requirements coming into effect on August 23, 2009.

Complying with these regulations will require an initial investment of approximately \$20,000 plus an annual licensing renewal fee of \$3,200 assuming all staff remains for successive years. A senior, Head Sci Con will need to be recruited or trained-up with the appropriate basic plus advanced skills, along with a track record of prudent judgment and experience in various security & safety management.

In addition to these new Ontario Government Regulations, the Queen's Liquor License holder has outlined several requirements for the re-instatement of the Clark Hall license. Included in these requirements is the professional training and management of safety and security personnel related to Clark and other Eng Soc operations/events.

This leaves Eng Soc with only a couple tenable options amongst the several identified for the future of the Science Constable Service.

Option 1 – Science Constables Remain As Clark Staff

It should be noted that this option is no longer regarded as an option as requested by the Liquor License holder and the Dean of Applied Science. Given the requirement for training of Science Constables (Sci Cons) and the expectations of training for those supervising Sci Cons:

- The Clark Hall Head Manager will not have sufficient training (as required by the new legislation) to supervise Sci Cons, nor should the Head Manager be expected to focus beyond operating the Clark Hall as a programming “hub” for engineers on campus, and supervising/managing a licensed establishment
- SciCons can no longer be considered Clark Hall staff and they can not be asked to do job elements beyond that of safety and security as in past operating models.



They must also be held accountable to and managed by a senior safety & security leader with both advanced specialized training and experience in safety & security service management.

As a result, this option from the past is no longer an acceptable option under the new legislation.

This previous system has fundamental flaws to its functionality. Most importantly, the Engineering Society is not directly responsible for the safety of its members with appropriately trained individuals. Also, the Eng Soc will have requirements for safety & security services outside Clark Hall activities, such as Orientation Week, Science Formal and other special events.

Option 2 – Science Constable Established as a Separate Service

As a separate Safety & Security service, Sci Cons would receive specialized training as would a small number of Sci Con Supervisors and a Chief Sci Con.

As a separate service, accountable to Eng Soc, they would report to the Eng Soc VP Operations, and be responsible for handling the safety & security in all situations involving Eng Soc members and physical assets. This would ensure the protection of Eng Soc liability for operations within their assets and/or programming, and also ensure a higher standard of care is provided for Engineering students and all others involved.

This option is particularly valuable in ensuring compliance with the new legislation, and it will also ensure a consistent standard of safety and security provided in such facilities as Clark Hall, during Applied Science Orientation events, during Applied Science Homecoming events, and during other Applied Science special events such as Science Formal and other aspects.

Given that Eng Soc does not earn operating revenue to pay for a separate Sci Con service, the costs of such a service would have to come out of general Eng Soc revenues and/or have the Sci Con costs billed-back to the operating entities requiring their services (Clark Hall, Events budgets, etc.). This is a viable option if handled in this manner, and the operating units could budget for these costs in the upcoming budget cycle.

There is a question however, if there are enough events and hours of service to support Sci Cons on a regular enough basis for this to be attractive to students to apply for and serve as Sci Cons. Also, the training requirements would be substantial and thus require a significant commitment to both initial and ongoing training. Such training could likely be done in conjunction with AMS Student Constables training. Training would bring additional significant costs.

This would maintain the Science Constables as a service. However, financially, the Society only runs approximately 12 events during the year including Frosh Week and Eng Week with Student Constables currently working Science Formal. Additionally, the



Society does not have the resources (space, money, time, human resources) to support a new Service making this option of questionable feasibility.

Option 3 – Introduce a Science Constable Division to the Student Constables

This option would seek to establish an integrated student constables service with a Sci Con Division paid for and accountable to Eng Soc VP Operations, as well as a cross-accountability to the AMS Chief Constable.

There is some question again as to whether there is enough call for a full-time Sci Con team, as identified in Option 2.

This introduces a new section to the Student Constables. However, this creates equality of opportunity issues for Queen's students at large and practically, it is unfeasible to expect only this small division of engineering constables will be scheduled for engineering events. Additionally, this creates a division among the student constable service that would be straining to manage. This option is not considered to be very feasible.

Option 4 – Eng Soc contracts with AMS Student Constables to provide safety and security

Eng Soc would develop a contract of services with the AMS Student Constables service. When providing services to Eng Soc, the AMS Chief Constable and any Stu Cons providing services would have to be accountable to organizer by providing effective security and safety.

Eng Soc would then bill-back cost of services to the Operating Assets (Clark Hall, etc.) and Events organizers (Orientation week, Homecoming, Science Formal, etc.)

This option would result in a somewhat larger Student Constable service that would hopefully advertise hiring more heavily to engineers. The AMS already has systems, money, people, space, and other resources in place to support the increase. Additionally, it is fundamental that all students at Queen's can expect to receive the same standard service of safety and security. This option creates a unified student security service following the same policies, training and authority systems however this option would encounter strong opposition from alumni.

The only element that makes this option viable is the willingness of the AMS Student Constable Chief to be accountable to the Eng Soc VP Operations for the operations of their services in Eng Soc assets and events. This will be required in order to protect Eng Soc's responsibility and liability for the operation of its assets.



Option 5 – Eng Soc Hires a Chief Science Constable/Deputy Science Constable(s)

This serves as middle ground to Option 2 and Option 4.

The Engineering Society would hire a Chief Science Constable and 1 or 2 Deputy Science Constables to be paid out of Eng Soc fees and/or billed-back to Operations and events.

These safety & security managers would train with the AMS Student Constables, and operate under the same policies to ensure a standard service of safety across the University. These managers would be hired by the Engineering Society Executive and the Chief Student Constable with the Eng Soc Chief Sci Con responsible to the Eng Soc Vice President Operations and also to the AMS Chief Student Constable. Clark Hall and other operations managers and event organizers would work through the Chief Science Constable to organize safety and security for their operations/events. The Chief Science Constable would then liaise with the Chief Student Constable to coordinate contracting out the appropriate number of Student Constables for the event and ensure that they serve in an effective capacity for the event at which they are providing security. This ensures that there is someone from Eng Soc who is both knowledgeable in engineering events/spirit and is directly responsible for the safety and security of the Society's students and physical assets and provides a standard of security that all students can be confident to receive.

VP Operations Recommendation:

Given the above options, it is the author's recommendation to adopt Option 5.

The accountability issue must be very clearly outlined in order for this option to work successfully. Eng Soc carries the liability for accidents and assets, as Eng Soc is an unincorporated Society. Thus the only way Option 5 is acceptable is if the Chief Stu Con is accountable to the Eng Soc VP Ops for work performed for the Engineering Society.

There are three accountabilities addressed in this option. The operation of the Pub itself and the operations with the Liquor license act is ensured through the direct accountability of Clark Head Manager to Eng Soc VP Ops. The accountability for safety and security is moved away from the Pub manager to the Eng Soc VP Ops via a Chief Sci Con. Onsite and on events, the constables go about their actions through their training and best decision making. Their accountability is to the Chief Stu Con and the Chief Sci Con. The Chief of the Stu Cons is still accountable to someone. In a circumstance where the Chief has given direction on the issue and the Chief has made a judgment error, the Chief is accountable, when doing things for Eng Soc, to the Eng Soc VP Operations. This is similar to a scenario where we might contract out to the Kingston Police, the Police are accountable to the Chief of Police who would be responsible to the organizer who is paying for their services. There is a dual accountability.



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In the past with Sci Cons, the Sci Cons were responsible to the pub head manager who was accountable to VP Services. However, things have been messy and the accountability has not always been the way it should be but there were still accountability lines present. Hence, if Stu Cons are used, the accountability must be to the Eng Soc VP Ops because the VP Ops is the contracting agent. A Chief Sci Con helps these matters as authority is delegated to this position to reduce the work load of the VP Operations and brings with it the necessary dual accountability. The only way for the Chief Sci Con to exist is if they were accountable to and trained by the Chief Stu Con of AMS.



3. EngSoc Operations Accountability Structures

The fundamental back bone of the Eng Soc accountability and transparency is currently in haphazard shape. Job descriptions and employment expectations are incomplete, responsibilities and ownership is ill defined, policy is vague, and some practices need to be compliant to employment law.

Fundamentally, each of the services is accountable to Eng Soc as the owner.

The Head Managers report to the VP Operations. The Assistant Managers report to the Head Managers. The staff is then responsible to the management team. All positions must fall under both HR contract accountability and financial accountability & reporting procedures as outlined by the Eng Soc VP Operations, plus the Eng Soc Human Resources, and Finance Directors.

The following issues will be specifically addressed by the appropriate Director in the January – March 2008 period.

Financial Accountability

Financially, the systems and oversight of the Society is disorganized. The Society operates many initiatives, events, conferences, design teams, clubs, and services with minimal oversight, no reporting mechanisms, and as a result, little accountability. All services operate through independent bank accounts and numerous groups and clubs have begun banking with outside accounts over which the Eng Soc has little to no control.

For increased financial accountability across the Society, it is recommended that the Finance Director work to develop a general ledger system and software for use by every service area. This was a suggestion from the accountants and can be done working with the assistance from Collins Barrow. Through development of a generalized set of financial policies and templates, management, directors, and executive can be trained more effectively, building more faith in the financial practices of Eng Soc. This in tandem with a permanent staff or part time book keeper would help to ensure accurate and accountable financial reporting with enforceable deadlines for monthly updates. Additionally, by having everyone work off the same QuickBooks template, the Engineering Society is in a more suitable position to produce public general operations reports.

In addition to the services, the operations of Eng Soc (Communications, President's office, etc.) would also have a financial template which would give overall Eng Soc financial reporting. Services like the Tea Room would roll up to itself and within Eng Soc Operations. Eng Soc Operations, Society Affairs, etc. would roll up into the overall Eng Soc financial statement. The Director of Finance can accomplish this with the assistance of the AMS financial office and the accountants of Collins Barrow.



Finally, policies must be clearly defined AND upheld with regards to any major purchase and payroll. Clear signing authority levels should be stated in Eng Soc policy such that a major purchase for a service requires the signature of the VP Operations and a major purchase for the VP Operations must have its own associated accountability. For any service account, the VP Operations must be one of the three signatories on the account and for any payroll cheque for any management; the VP Operations signature must be required. These improvements and other suggestions from the accountants involving the governance structure, record keeping and financial reporting, annual accountant reviews involves the creation of appropriate systems which can be developed over the Christmas break and in the New Year to be transitioned with next year's Eng Soc management team. In developing these systems, the accounting firm should be contacted for assistance and review of processes.

Human Resources

Currently, an Eng Soc service Head Manager acts as both an owner and a manager though the only owner is Eng Soc. The Eng Soc executive is taking a full course load and does not have:

- a) the time to ensure effective oversight and,
- b) the systems in place for this oversight

Managers have been either forced to deal with or taken liberties for ownership issues, liability issues, etc. which should not be part of their responsibility and completely sidetracks them from their real job of "managing" staff and the business operation. Additionally, by providing minimum compensation for managers, it is difficult to expect dedication to operations and HR management plus accountability recording. It only takes one year of an ineffective manager in a particular business service area, making too many of the wrong choices to inadvertently steer one of the services into trouble and cause significant liabilities to Eng Soc.

Eligibility for work in Engineering Society Services

With the laudable mandate of the Engineering Society to provide opportunities for undergraduate engineering students, and the demanding undergraduate program of engineering, there are inherent challenges to the operations of the Eng Soc services. Culturally, Queen's Engineering is such that engineers are trained from before the day they arrive that they must climb the grease pole, must get their engineering jackets, and must get their iron rings. At the end of four years, talents of engineer students make them in high demand and hence, there is less incentive to gain more experiences that add to their resume. This mentality brings with it difficulties in having people stay for 5 years when they feel so attached to their colleagues and there is little financial incentive for them to stay an extra year in the difficult program.

To improve the talent pool out of which to select Eng Soc Exec and services managers and assist in providing full year management opportunities with the associated accountabilities; it is suggested that any undergraduate students are eligible for positions



ENGINEERING SOCIETY OF QUEEN'S UNIVERSITY

Clark Hall, Queen's University Kingston, Ontario K7L 3N6
Tel: (613) 533-6008 Fax: (613) 533-6678
<http://engsoc.queensu.ca>

offered in the Engineering Society services and only engineering undergraduate students are eligible for the Society's volunteer positions.

Additionally, due to the fact that insurance for Eng Soc is provided by the AMS and that this insurance only covers undergraduate students, graduate students should no longer be eligible for management or staff positions within the Engineering Society. This removes unnecessary liability from the Society and is also supported by the fundamental mandate of the Engineering Society which exists to serve undergraduate engineers who pay the Eng Soc fee.

Hiring For Eng Soc

Current hiring policy for service management consists of two hiring panels. The first hiring panel consists of the new Eng Soc Executive and Directors and the second panel is composed of the previous management team. While this method is helpful in a thorough understanding of the candidate there are several flaws.

- This system takes twice the time as a single panel and with the month of February and March already completely filled with hiring, it is difficult to schedule twice the amount of interviews.
- The hiring panel should serve as the body to which the candidate would be responsible to for the remainder of their potential term of service. As such, it is only reasonable to compose a hiring panel of the 'bosses' who will be leading/managing the potential employee for the remainder of the year.
- While the input of the previous year's management is valuable, it is not necessary for previous management to influence the current leaders in choosing who is to work for the executive. Fundamentally, as is common practice in any organization, the executive should be composing their own team. Future full time staff of Eng Soc and perhaps the outgoing Head Manager/VP Ops could serve as advisors on the hiring panel.

To assist in this, time should be set aside for the previous management and executive to fully inform the new executive of the job, long term direction of the service, and beneficial qualities of the candidate. Additionally, more effective learning opportunities should be provided by reducing the projects undertaken by the executives and directors to better equip candidates for either managerial, executive, or director roles.

Staff Evaluation and Re-Hire

The current systems for staff evaluations are working well and should be continued. Additionally, re-hiring is a necessary practice that should continue (with good performing staff), as it creates more accountability within the service, encouraging strong performance from staff, allows learning and growth in positions, and also provides the opportunity to work at a student run service to more undergraduate students.

General Human Resource Accountability

In an effort to better outline the responsibilities and expectations of management, directors, and the executive, a more thorough set of job descriptions must be developed



indicating deadlines on deliverables and evaluation procedures. Policies, practices, and contracts must complement these job descriptions to assist in developing the necessary accountability between positions.

Template contracts for individual managers, directors, and executive can be developed with assistance of the AMS and legal assistance. It will be necessary to have a certain contract between the Eng Soc Exec members and the Eng Soc Board of Directors; as well as contracts between each of the Head Managers and the VP Operations, and contracts between the Assistant Managers and the Head Managers. Staff is ultimately accountable to the Head Manager and the Human Resource Manager (if it exists). This process would clearly outline the duties, responsibilities, and accountability that exist in the Society which assists in the overall functionality of the Operations. This ensures that principals are upheld, and policies and procedures are followed appropriately and built upon for future years.

Compensation in the Society

One of the serious problems affecting accountability and motivation, particularly of the lower level managers, is the low level of compensation offered by Eng Soc and its service businesses. The Engineering Society has traditionally not focused resources to properly compensate managers and sustain the student services that it operates. While this works for events and initiatives in the 'government side' of the Society, it is an extremely difficult position to be in for the 'business side' of the Society which competes (both opportunity-wise and consumer-wise) with other services on campus such as those provided by the Alma Mater Society, and the jobs available across the University or in the greater Kingston area.

This aspect combined with a lack of clear responsibilities leads to difficulty in expecting results and hence there is no accountability to ensure a job is done well. For example, there are no individual contracts for management, directors, or any other paid employee. There is no real manager on duty (MOD) expected of managers resulting in staff manning the shifts and being responsible for each other with minimal manager contact. Real world examples show that with an MOD, speed, efficiency, customer service, and overall performance of the service increases resulting in lower waste, improved product, and consequently, greater profitability. Additionally, Head Managers have been in complete control of their service finances as they operate under separate bank accounts, having signing authority for their own paychecks and any large purchases. While there has existed policy on large purchases, it has not been followed consistently and there are no systems in place to ensure this policy is followed in the future.

Ideally, Eng Soc operations could have four 12-month managers, (2 Head Managers at \$13,000 per year for both Tea Room and Clark and 2 Assistants at \$11,500 per year for both Tea Room and Clark), plus six 8-month managers at \$7200 per year. The Engineering Society Operations businesses would need to reflect these more appropriate compensation levels in the new fiscal year budgeting. More fiscal financial planning would have to be done but there is some concern that the current prices charged by



businesses and the lack of student fee funding as in the AMS business brings some question as to whether or not the businesses can support proper compensation levels. However, this is an area that must be explored in order to attract or retain the talent to properly run Eng Soc services.

4. Permanent Full Time/Part Time Staffing

Eng Soc currently has approximately \$90,000 in retained earnings with an additional \$90,000 expected to be coming in via student interest fees. Campus Equipment Outfitters (CEO) is a retail service of the Society that has the potential to make over \$20,000 annually off engineering jacket sales. About \$30,000 comes in from QUESSI management fees and an additional \$8,000 comes from the IMAGINUS poster sale. This gives Eng Soc an annual cash flow of approximately \$150,000.

Two positions that would be useful for the Society would be a “business affairs manager” and a book keeper. These people would be of great assistance to Tea Room and Clark and would also act as a resource for the other services: Golden Words, Science Quest, iCons, and Campus Equipment Outfitters.

A “business affairs manager” can provide assistance and advice to business and head managers as well as the VP Operations and the President. This will be the person that can give some level of professional and management support to our managerial people. This “business affairs manager” could be a full time or a part time staff. An experienced, possibly retired person could fulfill this position for about \$60,000.

A book keeper can work with the Business Managers to ensure that the financial reports are generated and sent out. They should be helping the students learn the book keeping and tracking system. They would be the person generating the financial reports of the services and the various government departments. The book keeper position can easily be a part time position and could cost around \$20,000 a year. Together, these two staff positions will cost about \$80,000.

Annual financial obligations for Eng Soc under this scenario would include:

- 2 staff, \$80,000
- Summer positions, \$30,000
- General operations, \$40,000
- Discretionary initiatives, \$60,000

These expenses lead to a total expense of \$210,000. This is close to making a case towards the hiring of staff members. A more thorough business case must be performed in the early part of 2008 on this matter involving a potential modest increase in the Eng Soc student fee and exploration of other revenue sources.



5. Incorporation

The decision of Eng Soc to incorporate entails many factors and various ramifications to the Eng Soc operations. Essentially, it would be a decision to either remain a part of the AMS or exist as a separate entity. Decision for the security service depends on this decision as well. This must be decided by the Eng Soc Board, along with the Dean, AMS input, and the Eng Soc Executive. Much research has gone into this topic through a variety of reports and this decision should be discussed in detail in January 2008. As January is the start of a new semester, there would not be as many academic demands and it is also a time that is slow in the business world so that businesses/alumni are probably easier to get ahold of and have them attend meetings at Queen's to help out.

There is likelihood that the Engineering Society lease arrangements would be greatly affected by incorporation. However, by not being insured, the individual student has a shared liability for the operations of Eng Soc. Incorporation removes liability and forces the Society to clarify the role of the Board which would mandate management and practices handed down to the executive to act on. I believe that it is quite possible to negotiate with the AMS and the University to ensure that incorporation would have minimal impact on the Eng Soc services.



Summary of VP Operations Recommendations

Taking all aspects as represented in this report into consideration, the Eng Soc Vice President (Operations) recommends the following actions to take place between January and March 2008 in approximately this sequence:

- The President and Eng Soc Executive should make the decision on incorporation for January 2008.
- Eng Soc VP Operations and Director of Finance perform a financial plan, preparing a statement of liquid assets and claimed assets as well as accounts receivable. This statement should be associated with a financial allocation plan that can stably support a three year contract with a staff member, the forgiving of the \$33,000 of Clark debt, and a large investment to the Clark development of at least \$20,000 to continue the momentum of the initiative. This plan should also indicate where ineffective spending can be reduced to support prioritized initiatives and the long term compensation of Eng Soc service managers.
- Upon completion of the financial plan, the President in conjunction with the Executive will work with the AMS to begin hiring a full time or part time “business affairs manager” depending on which can be afforded in the financial plan.
- The Director of Finance works with Collins Barrow accountants and the Alma Matter Society to develop more appropriate systems of financial accountability with emphasis on the role of a staff member and the executive in the oversight of these financial systems.
- The Director of Human Resources works to update, develop, and clarify the overarching policies, job descriptions, organizational structures, and hiring procedures of the Society in order to clearly identify the expectations, responsibilities, and accountabilities of employees of the Eng Soc Operations portfolio.
- The development of Clark’s infrastructure, marketing and programming strategies, and financial planning as previously outlined. Every effort should be made to prepare the bar physically for soft openings in March, April, and May which can serve to test the new systems developed for the bar’s operations. Further discussions with the liquor license holder are necessary to do this appropriately.
- Eng Soc work with the AMS to create a feasible Safety and Security system following the details as outlined in Option 5 of ‘Eng Soc Safety and Security Service’.



Conclusion

The Operations portfolio of the Engineering Society is in a position where change is needed to continue to support the initiatives that it runs. As a result of the first year that Operations position has been in place, several issues have been recognized that are necessary to change in order to improve the effectiveness and sustainability of the Engineering Society. If there are any further questions or if there is a need for further information about anything in this report, I'd be happy to discuss with the reader any issue they would like.

Sincerely,

A handwritten signature in black ink that reads "R. Macnamara". The signature is written in a cursive style.

Robert Macnamara
Vice President (Operations)
Engineering Society
vpop@engsoc.queensu.ca