



**POLICY MANUAL OF THE FULCRUM PUBLISHING
SOCIETY**

LAST UPDATED ON MARCH 25, 2022

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Section 1: Interpretation

1.01 The following definitions shall apply throughout this Policy Manual unless the context otherwise requires:

- (a) “Act” means the Business Corporations Act of Ontario and any act that may be substituted therefore, as from time to time amended.
- (b) “Board” means the Board of Directors of the Corporation.
- (c) “Bylaws” means this by-law and all other by-laws and special by-laws of the Corporation from time to time in force and effect.
- (d) “Letters Patent” means the letters patent of incorporation of the Corporation, as from time to time amended.
- (e) “Meeting of Members” means an annual or general or special general meeting of members.
- (f) “Membership” means any individual with an active University of Ottawa student number who has paid fees in one or more of the academic terms at the University of Ottawa. Membership is only valid for the duration of the academic term in which the fees were paid.
- (g) “Voting Membership.” Voting members of the Fulcrum Publishing Society are individuals who:
 - (i) have obtained staff status with the newspaper as defined in section three (3) of the Constitution. Or,
 - (ii) are members in good standing of the Fulcrum Publishing Society’s Board of Directors or Editorial Board. Or,
 - (iii) are undergraduate or graduate students at the University of Ottawa
 And:
 - (iv) are not members of the Executive’s of the University of Ottawa Student Union (UOSU) or the University of Ottawa Graduate Students’ Association (GSAED).
- (h) “Recorded Address” means, in the case of a member, their address as recorded in the register of members, and in the case of a director, officer or auditor of the Corporation, or any other person, their address as recorded in the records of the Corporation (and where no address is so recorded, then the last address of such director, officer or auditor known to the Chief of Staff of the Corporation).
- (i) “Signing Officer” means, in relation to any instrument, any person authorized to sign the same on behalf of the Corporation.
- (j) “Publishing Year” means May 1 to April 30
- (k) “Academic Year” means May 1 to April 30
- (l) “Fulcrum” means the University of Ottawa’s English-Language News Outlet, which is published and owned by the Corporation
- (m) “Editorial Content” means all articles, editorials, writing, letters, layout, photos, graphics, visuals, and aesthetics of the publication of the Fulcrum.
- (n) “Editorial Board” means the directors of the editorial content.

- (o) “Employees” means section editors, editor-in-chief, unelected editorial positions, business positions, and any other individual on the Corporate payroll.
- (p) “Editorial Department” encompasses the editorial board, all employees, and volunteers responsible for aspects of producing editorial content, and all production of editorial content for the Fulcrum.
- (q) “Business Department” encompasses all employees and volunteers responsible for overseeing the financial management of the Corporation, but excludes the Board.
- (r) “Constitution” means the governing document in which the governing policies of only the Editorial Department are set out.
- (s) “Policy Manual” means the governing document in which the governing policies of the Business Department and of the Corporation as a whole are set out.
- (t) “Publication” refers to a weekly cycle as defined by the Editorial Board.
- (u) “Staff Status” refers to a volunteer who has contributed to the paper three times and has attended three volunteer meetings.

Last updated on September 26, 2021

Section 2: Preamble

2.1 Purpose. This policy manual shall serve to govern all policies and operating procedures of the Corporation.

2.2 Authority. If any of the provisions contained in this Policy Manual are inconsistent with those contained in the Bylaws of the Corporation, the provisions contained in the Bylaws of the Corporation shall prevail.

2.3 Amendment Procedures. This Policy Manual shall be amended by a majority vote at a duly constituted meeting of the Board, except where a policy has been mandated by the voting members at a duly constituted meeting of members. All policies mandated by the voting members will be noted as such throughout this Policy Manual.

2.4 Distribution. Prior to the first duly constituted meeting of the Board in any given publishing year, each director must receive a copy of this Policy Manual. A copy of this Policy Manual must be made available on the Corporation’s website.

2.5 Review. At at least one duly constituted meeting of the Board in any given publishing year, the Policy Manual must be reviewed.

Last updated on December 9, 2015

Section 3: Mission and Vision Statements

3.1 Mission Statement. By holding those in positions of power accountable, the Fulcrum promotes the wellbeing of the University of Ottawa community through accessible and independent information from on and off campus.

3.2 Vision Statement. A University of Ottawa where every community member has the Fulcrum in the palm of their hand.

Last updated on July 22, 2020

Section 4: Committees

4.1 Definition. All committees of the Board fall to the President of the Corporation to create. No committee of the Board has executive powers, except for the Executive Committee of the Board. All committee meetings are open to non-directors. The Board may choose at any time to refrain from convening any committee contained in this section of the Policy Manual.

4.2 Legal Committee. The Legal Committee shall be a special committee of the Board consisting of at least two (2) directors, one of which must be the President of the Corporation. The Editor-in-Chief must also sit on this committee. The Legal Committee is charged with finding at least two (2) experts in the field of law to act in an advisory capacity for the Corporation. The Legal Committee is also charged with researching publication, corporate, and employment law in order to advise the Board on any matter that the Board deems necessary. Should it be required, any committee of the Fulcrum pursuant to this policy may seek the Legal Committee's advice.

4.3 Marketing Committee. The Marketing Committee is a standing committee of the Board consisting of the President, the Social Media Manager, the Executive Director, and two (2) directors. The committee is responsible for developing strategies to increase the Fulcrum's visibility with the intention of increasing readership and planning fundraising initiatives for the Fulcrum.

4.4 Finance Committee. The Finance Committee shall be a standing committee of the Board that is responsible for overseeing the creation of the budget of the Corporation, overseeing the audit, recommending financial policies to the Board, and supervising the financial affairs of the Corporation. The Finance Committee shall be chaired by the President or a Director appointed by the President and additionally be comprised of the Editor-in-Chief, Executive Director, Treasurer, and any director, employee, or staff member of the Corporation as appointed by the Board who expresses interest in the process. The Finance Committee is required to meet as many times as necessary to fulfill the duties placed upon them. The budgeting process which must be undertaken by the Finance Committee is outlined in this Policy Manual.

4.5 Human Resources Committee. The Human Resources (HR) Committee is a standing committee of the Board consisting of the President, Vice President, and one (1) director. This committee is responsible for hiring the Executive Director, as well as contract negotiations and performance reviews, and exit interviews for the Executive Director, and Editor-in-Chief. It shall also have the authority to discipline, but not dismiss any employee. However, the committee may recommend dismissal of any employee to the Board.

4.6 Inter-board Health and Wellness Committee. The Inter-board Health and Wellness Committee is a standing committee of the Board consisting of the President, two (2) directors, the Editor-in-Chief, and any interested Fulcrum volunteer or staff member. The committee is tasked with promoting and facilitating a healthy workplace and wellness amongst the employees, volunteers, and Board members of the Fulcrum. Moreover, the committee is responsible for improving communication between the Board and Editorial employees, including but not limited to communicating decisions made at monthly Board meetings.

4.7 Capital Assets Committee. The Capital Assets Committee is a special committee of the Board consisting of the President, two (2) directors, the Executive Director, and Editor-in-Chief. The committee is responsible for pursuing any policy related to major operational purchases including but not limited to office furniture, computer equipment, software, and cameras.

4.8 Policy Review Committee. The Policy Review Committee is a standing committee of the Board consisting of the President and two (2) directors. The committee is responsible for reviewing suggested changes to the Corporation's policy documents, making policy recommendations, and reviewing the Bylaws and Policy Manual yearly before the Annual General Meeting.

4.9 Executive Committee. The Executive Committee is a special committee of the Board consisting of the President, Vice-President, Chief of Staff, and Treasurer. The committee is responsible for making executive decisions on behalf of the Board.

4.10 Grievance Committee. The Grievance Committee is a special committee of the Board. The overseer of the complaint shall be the Chair of the committee. They shall immediately fill the two other positions, avoiding any persons known to be substantially in conflict with either the complainant(s) or defendant(s);

- a. the second member of the committee shall be a voting member of the Board appointed by the President;
- b. the third member of the committee shall be the Executive Director;
- c. the overseer of the complaint should also recognize the need to represent a diversity of backgrounds and opinions on the committee.

4.11 Nominations Committee. The Nominations Committee is a standing committee of the Board consisting of the President, Chief of Staff, and one (1) director. The committee is responsible for recruiting suitable candidates, reviewing applications for vacant positions on the Board, and assisting with Board onboarding and orientation. They shall strive to ensure a balanced composition of the Board that reflects the diversity of the membership.

Last updated on February 27, 2022

Section 5: Financial Governance

5.1 Oversight. The day-to-day financial governance of the Corporation shall be overseen by the Executive Director of the Corporation. In all financial management, the Executive Director is responsible to the President of the Board, and to the Board of Directors itself.

5.2 Signing Authorities. The signing authorities of the Corporation shall be the:

- a. President;
- b. Executive Director; and
- c. Any one (1) Board member as voted in by the Board

5.3 Requirements. Two (2) signing authorities are required to sign any cheques or negotiable instruments signed on behalf of the Corporation.

5.4 Contracts. Contracts, documents or any instruments in writing requiring the signature of the Corporation, aside from cheques, must be signed by the President of the Corporation and a second signing authority.

5.5 Investments. Any investments in the name of the Corporation shall be in the control of the President of the Corporation and any such other persons as the Board shall appoint from time to time. The President of the Corporation and Executive Director shall be given the authority to contact the investment broker to obtain any knowledge needed to perform their duties.

5.6 Bookkeeper. There shall be an external bookkeeper of the Corporation. The bookkeeper shall be approved by a vote of the Board.

5.7 Advertisements. The Executive Director shall be responsible for ensuring that all advertisements that are published correspond with a signed contract from the advertiser.

5.8 Financial Review. The Executive Director of the Corporation shall be tasked with reviewing the books of the Corporation prior to each duly constituted Board meeting. They are responsible for reconciling petty cash to ensure that all expenditures are legitimate; reconciling credit card purchases to ensure that expenditures are legitimate; reviewing employee payroll to ensure that employees are receiving the correct remuneration; reviewing the list of unpaid advertisers to ensure that collections are kept up to date; ensuring that all invoices issued correspond to signed contracts. A report on the finances of the Corporation must be submitted by the Executive Director at all duly constituted Board meetings.

5.8.1 Performance Review. Twice per fiscal year, at regular intervals, the HR Committee must meet with each Business Employee and the Editor-in-Chief to review their performance. These meetings must be focused on improving their performance in relation to their job descriptions and any other guiding documents, and must be positive in tone.

5.9 Audit. A full audit must be conducted every year and be monitored by the President, Executive Director, and the Finance Committee and such committee shall have the power to approve drafts, except the final draft which must be approved by a majority vote of the Board. If signatures are needed to approve the final draft it shall first be signed by the President, followed

by any other member determined by the Board to fill the required signatures. Auditors shall be instructed to complete all the necessary tax return forms for both levels of governments.

5.10 Loans. No member of the Board or employee of the Corporation may borrow money on the credit of the Corporation, or charge, mortgage, hypothecation or pledge all or any of the real or personal property of the Corporation including book debts, rights, powers, franchises and undertakings to secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation.

5.11 Financial Statements. The Corporation shall comply with the financial statement requirements of the Act which are applicable to the Corporation. Notwithstanding the generality of the foregoing, the President of the Corporation shall prepare or cause to be prepared the following financial statements:

- a. Balance Sheet;
- b. Statement of Income and Expenses;
- c. Statement of Accumulated Equity;
- d. Statement of Change in Financial Position.

5.12 New Spending. Any substantial deviations, changes, or unplanned/new spending in excess of \$500 that is not reflected in the current year's approved budget is subject to approval by the Board.

5.12.1 Formal Raise Process. If an employee at any time wishes to request a raise in pay, their proposal must be submitted in writing to the Human Resources Committee for a two-stage evaluation.

5.12.1.1 The Human Resources Committee will assess the request based on its merits. This assessment will be based exclusively on any new information that either the Fulcrum or employee could not have reasonably been expected to know at the time the initial rate of pay was agreed upon. If the request is rejected on the basis of this assessment the decision is final. If the request is accepted it passes to the second stage.

5.12.1.2 The Finance Committee will assess the request based on the available assets of the Fulcrum. If the funds are not available the offer will be rejected. This decision will be final. If it is determined that funds are available, the Finance Committee will then be responsible for making a recommendation to the Board to accept the request in whole or in part, and, in the case where only a partial offer is made, and the Board accepts the recommendation, negotiating where necessary.

5.13 Transfers. Transfers of funds from the Corporation's chequing account may be approved in principle in the budget. The Board shall approve any transfers between the Corporation's account.

5.14 Changing Signing Authorities. At any date prior to the first duly constituted meeting of the new Board, an outgoing President and the elected Board member who holds signing authority

must submit signed letters renouncing their signing authority of the Corporation to the Executive Director. At any date prior to May 31 or immediately following the hiring of a new Executive Director, the outgoing Executive Director must also submit a signed letter renouncing their signing authority of the Corporation to the President. At the time of the expiration of a contract, termination or resignation of an employee mandated by the Board to have signing authority, they must submit a signed letter renouncing their signing authority of the Corporation to the Executive Director.

5.15 Corporate Credit Card. There shall be a Credit Card available for use of the Corporation. Although the card will belong to the Corporation, an individual of the Society with signing authority is required to guarantee the card and accept personal liability for the account. This means the Credit Card shall be under the name of said individual with signing authority. The Credit Card shall be obtained by and go under the name of the Executive Director or another individual with signing authority for that fiscal year. At the time of termination, resignation, or the ending of the contract of an Executive Director or other signing authority whose name is on the card, the card must be cancelled and an application for a Credit Card with a new name on it will be made.

5.16 Exit Interviews. The outgoing Executive Director and outgoing Editor-in-Chief must complete exit interviews prior to the expiration of their contracts. The exit interviews will be conducted by the HR Committee.

5.17 Low Liquid Assets. If at any point the Corporation's liquid, uncommitted assets (i.e. for the purposes of a reserve fund), as assessed by the Executive Director, are in danger of reaching an amount of ten (10) per cent or less of the Corporation's annual budget, the Executive Director is required to notify the President immediately, who is subsequently required to notify the Board of Directors immediately and ensure that the necessary arrangements are made for an emergency meeting of the Board of Directors, a meeting which must take place within the next business week to address the financial concerns as raised by the Executive Director.

5.18 Staff Contingency Fund. The budget passed by the Board shall include a line designated as "Staff Contingency Fund" and which:

- a. Shall be no less than two (2) per cent of the total salaries line. These funds will be drawn from a special account reserved expressly for this purpose, which will be replenished each year as necessary;
- b. Shall be used to pay for unexpected expenses, including, but not exclusive to: unforeseen leave and raises;
- c. The Editor-in-Chief may ask the President for authorization to use the fund. The President's permission shall be considered sufficient for its one-time use;
- d. Any authorization of funds made by the President must be included in the President's monthly report;
- e. If the funds requiring authorization affect more than two publication cycles, then the Board's approval is required.

5.19 Expense Reimbursement. Employees must obtain written approval from the Executive Director before incurring any eligible expenses on behalf of the Corporation in the performance of their duties. All expenses will require a receipt or invoice and must be submitted to the ED by email within thirty (30) days of incurring the expense(s). If the receipt has been lost, a signed Lost Receipt Declaration Form shall be submitted to the ED if the expenditure indicated on the form is below fifty (50) dollars. If the amount of the expenditure indicated on the Lost Receipt Declaration Form is more than fifty (50) dollars, only fifty (50) dollars of the expenditure amount shall be reimbursed.

Last updated on November 28, 2021

Section 6: Budget Policy

6.1 Annual Budget. The Corporation shall create and approve a budget for each fiscal year.

6.2 Responsibility for Drafting. The Finance Committee in conjunction with the Executive Director should be responsible for drafting the budget.

6.2.1 Supporting Documents. The Finance Committee and Executive Director are also responsible for preparing the following supporting documents in an up-to-date and accessible format accompanying the proposed draft when applicable: the previous annual budget, budget notes from the Board and Committee meetings, strategic vision documents with budgetary impact, costs/income projection rationales, product and service estimates, pertinent maintenance, renewal or fixed costs, as well as any comments and recommendations made in the consultation process.

6.2.2 Advertising Plan. At the earliest reasonable opportunity following the hiring of an Executive Director, they must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness, and feasibility by the President of the Society in a meeting with the Executive Director called for that purpose. Should the advertising plan meeting between the Executive Director and President not occur within thirty (30) days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.

6.3 Approval. The draft budget shall be presented with all pertinent supporting documents to the Board at a meeting preceding the Annual General Meeting. Once approved by the Board, the Draft Budget must be presented to the Membership for approval at the Annual General Meeting.

6.3.1 Supporting Documents at AGM. Supporting Documents need not be provided at the Annual General Meeting.

6.4 Consultation. The Executive Director and the Chair of the Finance Committee must provide a draft budget and supporting documents to the following individuals at least seven (7) days before submission to the Board for comments and recommendations:

- a. Editorial Board

- b. Editor-in-Chief
- c. President
- d. Board of Directors

6.4.1 Incorporation of Consultation Feedback. The Finance Committee and Executive Director should meet to decide how to incorporate feedback given during consultation, before approving the draft that will be presented to the Board.

6.5 Drafting the Budget for Consultation. The following process should be followed to draft the initial budget that will be the object of consultation.

- a. Beginning at the start of the third quarter, the Executive Director should present the Finance Committee with the current fiscal year's budget, adjusted only by rate increases on current services i.e. printing, and other services, as an initial draft, accompanied by all pertinent supporting documents.
- b. The Finance Committee should then meet to discuss in general terms the current year's operations and project proposals for the subsequent year.
- c. The Human Resources Committee should review current year's salaries & wages in conjunction with the President, Editor-in-Chief, and Executive Director.
- d. Based on the conclusions and directives reached by the Finance and Human Resources Committees, the Executive Director should draft a new budget, including all new projects, advised cutbacks, new wage lines, etc.
- e. The Finance Committee should meet to approve this draft (from part d) for consultation.

6.6 Required Budget lines. The following lines, under the circumstances provided below, must be provided for in the budget:

- a. Contingency Fund. If less than ten (10) per cent of the organization's projected annual expenses is available in the form of liquid assets, the organization will be required to include in the annual budget a Contingency Fund line equivalent to at least one month's operating expenses.
- b. Melanie Wood Charitable Fund. The budget passed by the Board shall include a line designated as "Melanie Wood Charitable Fund" and which:
 - i. Shall be of an amount of no less than five (5) dollars;
 - ii. This fund will be donated toward a charitable group of the board's choosing on an annual and/or regular basis.

6.7 Budgetary Review. The budget with year-to-date spending must be reviewed by the Finance Committee, Executive Director, and President on at least a quarterly basis.

6.7.1 Overspent Budget Line. If a budget line is exceeded, it must be reported to the Board in the Executive Director's monthly report, and at the next possible Finance Committee meeting for discussion.

6.7.1.1 Significant Unapproved Overspending. If a budget line is exceeded without approval by \$2000 or 25%, whichever comes first, then a meeting of the Finance Committee will

automatically be triggered. The Board may, by general vote, determine that this meeting is not required.

6.7.1.2 Detailed Report of Activities. The Board may require from the Executive Director a detailed report of all activities under the overspent budget line.

6.8 Surplus Funds. If it becomes clear to the Board that there will be a surplus at the end of the year, every effort will be made to reduce or reallocate the surplus within the current fiscal year's budget, or toward future special projects and/or capital expenses.

6.8.1 Consideration of Special Projects. The Strategic Planning Session is the primary place to set priorities for surplus funds. Outside of the Strategic Planning Session, a detailed and costed proposal, with an assessment of budgetary impact should be presented to the Board at a monthly meeting.

6.9 Requests for Copy of Budget. The Executive Director is obligated to present the budget with year-to-date spending to any Member, Director, or Employee who requests it.

6.9.1 Timeframe for Delivery of Budget. The Executive Director must provide the requestor with the most up-to-date available budget with the year-to-date spending within five (5) days. If the requestor specifies that the year-to-date spending must be as up to date as possible, the Executive Director must fulfill the request within fourteen (14) days.

6.10 Deficit Budgeting. The Corporation must not budget/run for a deficit for four (4) consecutive fiscal years. In the fifth (5) year, the Corporation must avoid a deficit at all allowable costs.

6.11 Editorial Salaries. The budget for Editorial salaries for the upcoming publishing year is set by the Board in conjunction with the annual budget planning process.

- a. The Executive Director, Editor-in-Chief, and President shall review the existing salary structure for the Editorial Board and propose changes to the Board.

Last updated on November 28, 2021

Section 7: Hiring

7.1 Hiring Practice. Throughout the hiring process, no decision may be made concerning an applicant based on race, colour, sexual orientation, disability, age, marital status, political or religious affiliation, place of origin, socio-economic class, or gender. At all times, the hiring committee must act in accordance with Provincial and Federal law and adhere to non-discriminatory hiring practices. No employee may be a director of the Corporation.

7.2 Hiring Committee. All hired employees shall be hired by a committee struck according to Sections 7.14 and 7.15. Each committee shall select a chair from its numbers.

7.3 Advertising. All posted positions must be advertised for a minimum of two weeks prior to the due date of applications. Advertising must appear in as many issues of the Fulcrum as are published during this period. All hiring advertisements must include:

- a. Title of the position being hired;
- b. Stipulations on how to submit an application;
- c. Contact info for the chair of the Hiring Committee;
- d. A sampling of duties included in the job description; and
- e. A clear deadline that the application must be received.

7.4 Applications. The Hiring Committee must receive a hard or electronic copy of an application by the due date for such a submission to be considered valid. Within two (2) days of the due date for applications, the hiring committee must meet to review the submitted applications.

7.5 Interviews. The Hiring Committee must interview a candidate before an offer is made.

7.6 Notification. Following the selection of candidates to interview, the chair of the committee shall contact each candidate and set up an interview time. A candidate may be disqualified if they fail to respond to requests for an interview within seventy-two (72) hours of first contact. Unsuccessful applicants must also be notified via email that their application was rejected.

7.7 Attendance. The chair of the Hiring Committee shall attempt to arrange a time for interviews that accommodates all committee members. In the event that a member is unable to attend the meeting, they may be excused by submitting a letter to the committee chair. Candidate interviews may not occur with fewer than fifty (50) percent of mandated committee members. The Hiring Committee may consider members or candidates in attendance via electronic means at its own discretion.

7.8 Questions. Prior to the first interview, the committee must create a list of questions that will be used for all interviews. The list of questions may pertain only to the position to be hired. This list of questions must be used for all candidates. The committee may also ask questions that clarify or follow up on a candidate's answer to a previous question.

7.8.1 References. Any hiring committees for the positions of Executive Director must request two (2) references from interviewed candidates and ensure that every effort is made to check those references prior to the selection of successful applicants.

7.9 Selection. Within three (3) days of the final interview, the committee must meet to select a candidate. The committee should use a matrix based on experience, suitable skills, familiarity with the student press in general, professionalism, and any other criteria relevant solely to the candidate's suitability for the position to select a candidate.

7.10 Ratification. The Hiring Committee shall notify the Board of the selected candidate. A vote to ratify the selected candidate shall be initiated by the President before the proposed start date.

7.11 Offer of Employment. The chair of the Hiring Committee shall make an offer of employment to the selected candidate. The committee may also select up to two other candidates based on this criteria should the selected candidate not be approved or be unwilling or unable to assume the position.

7.12 Unsuccessful Candidates. The chair of the Hiring Committee shall contact the unsuccessful candidates and inform them that their application has been rejected.

7.13 Records. All applications, questions, matrices, and other documentation used in the hiring process should be submitted to the Executive Director or Chief of Staff for confidential filing.

7.14 Hired Business Employees. All business employees shall be hired by a committee of the Board consisting of three (3) directors. All business employees shall be ratified by the Board in accordance with Section 7.10.

7.15 Hired Editorial Employees. All non-Editorial Board editorial employees shall be hired by a committee consisting of the Editor-in-Chief, Executive Director, and a member of the Editorial Board. All hired editorial employees shall be ratified by the Board in accordance with Section 7.10.

7.16 Hired Editorial Employees.

- a. All members of the Editorial Board except for the Editor-in-Chief shall be hired according to the procedures outlined in section eight (8) of the Constitution. The Editor-in-Chief shall be elected and hired according to the procedures outlined in section seven (7) of the Constitution. All elected and hired editorial employees shall be ratified by the Board in accordance with Section 6.10.
- b. In the event that an elected editorial employee is not ratified, the Board shall notify the editorial staff and state its reasons in writing. The staff members, as outlined in the Constitution no later than seven (7) days after receiving the rejection notice from the Board, must hold an election within two (2) weeks, under the supervision and control of an individual chosen by the staff. If the Board does not ratify the elected candidate, the Investigation Committee shall be called in accordance with Bylaw 2, Section 13.

7.17 Employee Intake. After ratification, each employee must agree to the term of employment outlined in their contract and the Code of Conduct. They must be informed of the disciplinary procedures outlined in Section 8 of the Policy Manual. They must also complete any other official documents, including employee information forms and tax forms. They shall receive their transition report, keys, job description, a copy of their contract, and the Code of Conduct. They shall complete mandatory training as required by law within one (1) month of their start date.

7.18 Outside Employment. Any employee who holds employment with any organization outside of the Corporation at the time of their hiring or who takes such employment during their term, must have that employment approved. Employment that is deemed or found to be detrimental to

the completion of any employees' responsibilities may be grounds for dismissal, subject to disciplinary policy.

- a. Editorial Employees' outside employment must be approved by the Editor-in-Chief. If the Editor-in-Chief wishes to seek outside employment during their term, they must submit a description of said employment to the Board of Directors prior to their ratification.
- b. Business Employees' outside employment must be approved by the Board of Directors.
- c. Failure to disclose outside employment is grounds for dismissal subject to disciplinary policy.

7.19 Emergency Hiring Procedure. In the event that a position is vacated and needs to be immediately filled, an individual may be hired on an interim basis while the position is being advertised. This individual will take up the position on an acting basis and will be compensated accordingly. The interim candidate must be ratified by the Board at their next meeting or by an online vote.

Last updated on October 24, 2021

Section 8: Disciplinary Procedures

8.1 Objective. The aim of this disciplinary policy is to provide feedback to employees should their performance be unsatisfactory, and a framework for additional disciplinary measures up to and including dismissal.

8.2 Enforcement. Disciplinary procedures outlined in this section shall be enforced as follows:

- a. Editorial Employees. The Editor-in-Chief and Executive Director shall enforce progressive disciplinary procedures as defined in Section 8.6 for editorial employees. The Editor-in-Chief and Executive Director may refer an issue to the Human Resources Committee if it is sufficiently severe. The Human Resources Committee may, at its discretion, enact additional measures if the issue is sufficiently severe.
- b. Business Employees. The Human Resources Committee shall enforce progressive disciplinary procedures as defined in Section 8.6 for business employees. The Human Resources Committee may, at its discretion, enact additional measures if the issue is sufficiently severe.

8.3 Human Resources Committee. The Human Resources Committee is a standing committee of the Board consisting of the President, Vice President, and one (1) director. It shall have the authority to discipline, but not dismiss any employee. However, the committee may recommend dismissal of any employee to the Board.

8.4 Reports. The chair of the Human Resources Committee or the Executive Director must provide to the Board a report describing any offences and proposed disciplinary measures at any time within two (2) weeks occurrence of the incident. The Editor-in-Chief must be informed of the proposed disciplinary measures.

8.5 Location of Proceedings. Whenever possible, all disciplinary procedures are to be carried out at the Fulcrum's corporate headquarters.

8.6 Progressive Disciplinary Procedures. Progressive disciplinary procedures are to be used to provide feedback to employees should their performance be unsatisfactory, and to encourage them to correct their behaviour and improve themselves. Progressive discipline shall be carried out in the following manner:

- a. In the case of a first offence, an employee will be given a verbal warning and the directors or employees enforcing the disciplinary action must actively engage the employee in a constructive dialogue on steps that can be taken to improve the situation. A letter should be placed in the employee's confidential file signed by the directors or employees present outlining the disciplinary action taken, and the employee should be informed that two (2) more disciplinary actions could result in the termination of their employment.
- b. In the case of a second offence, an employee will be given a written warning signed by the employees or directors enforcing the disciplinary action. The employees or directors enforcing the disciplinary action should engage the employee in a constructive dialogue and help them to analyze why their attempts to improve the situation were not successful. A copy of the written warning should then be placed in the employee's file, and they must be informed that one (1) more disciplinary action could result in the termination of their employment.
- c. In the case of a third offence, the employee will be given a written warning signed by the employees or directors enforcing the disciplinary action and a copy will be placed in the employee's file. The employees or directors enforcing the disciplinary action must inform the employee that the Board will consider the termination of their employment.

8.7 Emergency Removal Procedures. Under extreme circumstances the Board shall have the authority to terminate immediately the employment of any employee.

- The President and at least (1) one other member of the Board must notify the employee of the issue.
- Immediately following the notification, the employee shall be suspended temporarily of their duties, title, and access. All actions required to ensure the suspension of access must be overseen by the President or Vice President.
- An emergency Board meeting shall be set for no more than ten (10) days from notification.
- The employee shall be entitled to speak to the issue at that meeting.
- The Board shall make a reasonable effort to notify the employee of its decision in a timely manner.

8.8 Dismissal Procedures. Dismissal of all employees will be conducted by the President and one (1) other director of the Board.

- a. Immediately following their dismissal, employees must receive a payment for all unpaid monies and vacation pay owed to the employee as well as any termination pay required by law.

- b. The employee must also receive a letter of dismissal outlining the reason for dismissal (“without cause” is considered a reason in this context), a breakdown of all monies paid to them, and the signatures of the President and at least one (1) director of the Corporation. The Corporation retains the right to withhold a final paycheck until all outstanding assets are returned. If any of the procedures herein are in contradiction to an employee's contract, the contract shall prevail.
- c. If the employee is owed other monies that cannot be paid immediately, a statement of monies owed must be presented to the employee along with a letter indicating how they are to receive those funds, and any stipulations that may lead to them receiving fewer monies than indicated. If available, they should also receive a record of employment.
- d. The President and/or ED is charged with acquiring any and all property of the Corporation, or in the charge of the Corporation that is currently in the possession of the employee prior to the employee leaving the headquarters of the Corporation. Dismissed employees must be monitored by the ED at all times while they are in the Corporation’s headquarters.
- e. The Board must approve any letter of recommendation for a dismissed employee sent on behalf of any employee or director of the Corporation prior to it being sent.
- f. If any of the procedures outlined herein for the dismissal of employees are in conflict with the employee’s contract, then the contract shall prevail.
- g. All dismissals require a simple majority vote by the Board.

Last updated on November 28, 2021

Section 9: Transitions

9.1 Transition Reports. All Editorial Board members must submit a transition report to the Executive Director and/or Editor-in-Chief by April 30. Executives of the Board and committee chairs must submit a transition report to the President by May 31.

9.2 Keys and Property. All employees must turn in their keys and any property belonging to, or in the care of the Corporation to the Executive Director by April 30.

9.3 Withholding Pay. Those employees who do not complete the obligations laid out in this section shall have their last paychecks withheld until such obligations are fulfilled.

Last updated on November 28, 2021

Section 10: Advertising Policy

10.1 Board Review. The Board shall review and approve the general terms of the standard advertising contract and rate card at its first meeting of the year.

10.2 Contracts. This section must be printed on any and all contracts signed by advertisers in the booking of advertisements.

10.3 Limits. The Corporation will not publish any advertisement that is deemed to be racist, sexist, homophobic, or otherwise discriminatory; is considered to be libellous in congruence with the Canadian Libel and Slander Act, the determination of which will be made by the Editor-in-Chief of the Fulcrum; contravenes the laws of Canada or of the Province of Ontario; contains editorial content, or material which could be confused with editorial content unless it is duly labelled on the front of the material as an advertisement.

10.4 Excessively Delayed Payments. If after two (2) months from the date of the last expected payment, no payment has been received for that time period and no payment plan has been agreed upon, no further advertising contracts may be signed and no advertisements required by any standing contracts may be published.

- a. As soon as payment has been received or a payment plan (for debt owed) has been agreed upon, then advertisement may resume and new advertising contracts may be signed.
- b. If a payment plan has been agreed to, but not upheld by the client, then the Fulcrum Publishing Society reserves the right to cancel any open contracts and/or pursue collections.

10.5 Refusal of Service. The Fulcrum Publishing Society reserves the right to refuse service to any advertiser who does not adhere to the above stipulations. Furthermore, the Fulcrum Publishing Society reserves the right to nullify existing contracts with advertisers who fail to adhere to the above stipulations.

10.6 Liability. The publisher shall not be liable for errors in the advertisement unless those errors were caused directly by the publisher. The total cost of liability shall not exceed the cost of one unit of advertising. The publisher is not liable for damages arising out of errors beyond the amount paid for the actual space occupied by the advertisement in which the error occurred. There shall be no liability for any non-insertion of any advertisement.

Last updated on November 28, 2021

Section 11: Technology Policy

11.1 Storage. After the publication of the final issue of each year, but prior to the expiry of their contract, the Editor-in-Chief shall copy the “production” files from their publishing year onto a portable storage platform and provide these copies to the Executive Director for the Corporation’s records and archives.

11.2 Backup Procedures. In order to ensure the Corporation has a backup of files and records available in an emergency, it will follow these procedures: the Editor-in-Chief shall ensure that all production files are saved in the Corporation’s cloud storage.

11.3 Sale of Assets. Whenever possible and applicable, the Corporation should seek to sell off computer assets that are being replaced. Prior to any sale, the hard drives shall be wiped clean of any Corporation documents, programs, and information.

11.4 Cybersecurity. The Editor-in-Chief and the Executive Director are stewards of information security and are responsible for creating and maintaining procedures for employees to protect the Corporation's digital assets. The President is responsible for ensuring cybersecurity and best practices amongst the Board of Directors.

Last updated on November 28, 2021

Section 12: Areas of Shared Responsibility

12.1 Definition. The following shall be considered areas or items of shared responsibility or importance between the Business and Editorial departments of the organization:

- a. The design of the Fulcrum's website and web presence
- b. The design of the Fulcrum's logo (or "flag")
- c. Changes or renovations to the Fulcrum's offices

12.2 Consultation. For all items designated in Section 12.1, neither the Editorial Board nor the Board of Directors can make unilateral changes without receiving the approval of the other body.

Last updated on July 22, 2020

Section 13: Board Meetings

13.1 Documents Provided in Advance of Meetings. The following documents shall be provided to all Board members via email no later than forty-eight (48) hours prior to each Board meeting:

- a. The proposed agenda for the meeting, to be provided by the Chief of Staff;
- b. The draft minutes for the previous meeting, to be provided by the Chief of Staff;
- c. The written Editorial and Business reports, to be provided by the Editor-in-Chief, Executive Director, President, and Social Media Manager;
- d. The budget year-to-date, sales aged-overdue and account balances of the Corporation, to be provided by the Executive Director; and
- e. Any other documents or information that will serve as the object of a meeting motion that may require substantive review, analysis, and discussion before Board members can cast informative votes.

13.2 Meeting Minutes. The Chief of Staff shall take minutes of every Board meeting or assign their responsibility to another Board member that include:

- a. The names of the Board members and guests who attended the meeting;
- b. The text of all motions before the Board, including all related documentation necessary to give effect to a Board motion that has been passed (such as a budget); and
- c. The results of the votes on all motions.

Following the voted approval of the minutes at a duly constituted Board meeting, any two signing authorities must sign the document to certify its approval. Only signed minutes may be uploaded to the corporate website. The signed copy of the minutes shall be kept at the Corporate headquarters.

Last updated on May 19, 2021

Section 14: Electronic Votes

14.1 Motions. Any Board member may propose a motion to be voted upon by the Board via email.

14.2 Force. A motion passed by the Board via email in accordance with this section has the same force and effect as though the motion were passed by the Board at a regular meeting.

14.3 Minutes. Every motion proposed via email, the results of these proposed motions, and the votes or abstentions of each Board member shall be entered into the Board minutes at the first Board meeting after the email vote is completed. This is unless the votes were specifically called for in a prior Board meeting in which case they will be recorded in the minutes of the meeting in which the call occurred.

14.4 Procedures. Any Board member proposing a motion to be voted upon via email shall send the text of the motion to the Chair of the Board, who shall, as soon as it is practicable, forward the text of the motion to each of the other Board members via email.

14.5 Vote Deadline. The Chair of the Board shall, when forwarding the motion to the Board members, specify a deadline for Board members to vote on the motion. The deadline for voting shall be no sooner than forty-eight (48) hours after the motion is forwarded to the other Board members and no later than ninety-six (96) hours after the motion is forwarded.

14.6 Amendments. No motion that has been forwarded by the Chair to the Board members may be amended.

14.7 Abstentions. A director who does not vote in favour of or against the motion is deemed to have abstained.

14.8 Decision. An email motion is passed if it receives a simple majority vote, except where a greater threshold is required by policy, with at least as many votes cast as the number of directors required for quorum of a meeting.

Last updated on July 28, 2020

Section 15: Code of Conduct

Part 1: Introduction

15.1.1 Scope. This code applies in the context of the Corporation's workplace and in exceptional circumstances outside the Fulcrum workplace where such conduct is likely to be damaging to the Fulcrum's reputation. The workplace is defined as the physical Fulcrum Corporation offices; additionally, the workplace is further understood to include any conferences, retreats, editorial or

Board of Directors meetings, irrespective of location, as well as during travelling to and from said events; furthermore, for purposes of this Code, the workplace also extends to all listservs and communications from Corporation email addresses, as well as any other time/place that an individual can reasonably be understood to be representing the Corporation, including and especially when on assignment. This code applies to all Fulcrum volunteers, employees, and directors while they are in the Corporation's workplace as defined above.

15.1.2 Application. All employees, directors, and volunteers must agree in writing to the terms of this Code of Conduct before contributing to the Corporation in any way.

15.1.3 Visibility. This Code shall be posted prominently in the Fulcrum office and circulated to current and new members. The whole document shall be posted on the Fulcrum website. Copies of this Code shall be made available to anyone within forty-eight (48) hours of the request.

15.1.4 Violations. Violations shall be subject to the complaints process outlined in Section 15.4.

Part 2: Expectations

15.2.1 Expectations. The Corporation expects all members to aid in the maintenance of a safe, professional, and smooth-running operation. All members shall:

- a. conduct themselves professionally and courteously while in the workplace or on Fulcrum business;
- b. do their utmost to foster a welcoming, tolerant, comfortable, and professional environment at all times; and
- c. decline to participate in any public behaviour, discussions, or commentary disparaging to any fellow volunteer, employee, director, or member of the public.

15.2.2 Office and Equipment Usage. Since the Corporation's office is shared by many people, individuals should clean up after themselves and respect the personal space of others. Equipment and other property belonging to the Corporation shall be treated with respect and care, and shall only be used for its intended purpose. By extension, equipment shall not be used for non-Fulcrum projects. Equipment being removed from the office shall be properly signed out and must be returned in the condition in which it was removed.

15.2.3 Damage. Damage to, or any malfunction of, the Corporation's equipment must be reported to the Editor-in-Chief and the Executive Director immediately.

15.2.4 Work Done for the Fulcrum. Contributors shall:

- a. adhere to deadlines as assigned or delegated;
- b. not accept assignments they do not intend to complete;
- c. alert their editor immediately should the completion of an assignment come in to doubt;
- d. take great care to ensure the integrity of all quotes, attributions, and facts bearing in mind that errors reflect not only on personal journalistic integrity, but also directly on the credibility of the Fulcrum.

Part 3: Unacceptable Behaviour

15.3.1 Unacceptable Behaviour. All those affiliated with the Corporation may reasonably expect to pursue their work in a safe and civil environment. The Corporation therefore condemns any violence or offences against property; moreover, the Corporation does not tolerate any harassment or discrimination on the basis (individually or in any combination) of race, ancestry, creed, ethnic origin, gender identity/expression, sex, colour, sexual orientation, disability, age, marital status, political or religious affiliation, place of origin, socio-economic class or as a result of any conditions or requirements that do not accord with the principles of fairness. These areas will be referred to as “protected grounds” from here on in.

15.3.2 Harassment. Harassment is defined as engaging in a course of vexatious and/or unsolicited comment or conduct that is known, or ought reasonably to be known, to be unwelcome. This policy applies to all the Corporation’s members and it addresses harassment from all sources such as volunteers, clients, employers, supervisors, workers, and members of the public. This definition applies to both single and ongoing incidents. Harassment may include, but is not limited to:

- a. unwelcome remarks, jokes, innuendoes or taunts about a person’s body, clothing, or any other protected ground;
- b. insulting gestures and jokes: for example, of a sexist, racist or homophobic nature;
- c. the display of pornographic and/or racist material outside of the context of legitimate research;
- d. refusing to talk to, or work cooperatively with, a person based on any protected ground;
- e. unwelcome physical contact, such as patting, touching, or pinching;
- f. unwelcome sexual overtures;
- g. creating, or threatening to create, a condition that necessarily endangers or threatens the health, safety, or well-being of another volunteer, employee or director; and
- h. making a sexual solicitation or advance where the person making the solicitation or advance is in a position of power to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

15.3.3 Human Rights Legal Support Centre. If a worker needs further assistance, they may contact the health and safety representative or the Human Rights Legal Support Centre at 1-866-625-5179.

15.3.4 Workplace Violence. The workplace violence policy and program should be consulted whenever there are concerns about violence in the workplace.

15.3.5 Offences Against Property. Offences against property are defined as wilfully or recklessly taking, having unauthorized possession of, and/or damaging or destroying any property belonging to:

- a. the Corporation; or,
- b. any fellow volunteer, employee, or director when said individual’s property was in the Corporation’s workplace.

Part 4: Complaints

15.4.1 Complaints Process. Complaints made under this Policy shall be handled in a manner that is consistent with the principle of fairness for all parties to the complaint, regardless of constituency. This includes the obligation to hear both sides, render decisions untainted by bias, give reasons for any arising decision, and allow for a course of appeal.

15.4.2 Initial Complaint. Complaints can be brought to the overseer of complaint (as outlined in section 15.4.3) by anyone who has suffered, or (if not a sufferable offense) personally witnessed, a gross or recurrent failure to meet expectations (as outlined in Section 15.2) and/or an instance of unacceptable behaviour (as outlined in Section 15.3).

15.4.3 Complaint Oversight. Complaints shall be overseen in the first place by the immediate supervisor according to the following order, provided that the complaint is not against the latter:

- a. if a volunteer or an editor has a complaint, it will initially be overseen by the Editor-in-Chief;
- b. if the Editor-in-Chief has a complaint, it will initially be overseen by the Executive Director;
- c. if the Executive Director has a complaint, it will initially be overseen by the Board;
- d. if there is a dispute between a person external to the Corporation and any volunteer and/or employee of the Corporation, it will initially be overseen by the Board of Directors;
- e. if a director has a complaint, it will initially be overseen by the President; and
- f. if there is a complaint against the President of the Corporation, it will initially be overseen by the Board of Directors as a body.
- g. if there is a complaint against a director, it will initially be overseen by the Executive Committee.
 - i. if the director is on the Executive Committee, they will be excused from their position.

15.4.4 Alternate Oversight. A complainant may at any time request that their complaint be handled by the Board initially.

15.4.5 Proceeding with the Complaint. At all stages of the complaint the twin rights to confidentiality and fairness held by both the complainant(s) and the defendant(s) shall be held in the highest regard by all participants.

15.4.6 Complaint Period. Normally, a formal complaint should be filed within thirty (30) days of the alleged violation. This period may be extended at the discretion of the overseer of complaint.

15.4.7 Filing of Complaint. Any formal complaint must be made in writing, include substantive detail as to the nature and extent of the alleged code violation(s), and specify the identity of the defendant(s).

15.4.8 Restrictions. Complaints may not be brought on behalf of another party.

Part 5: Grievance Process

15.5.1 Grievance Committee. The overseer of the complaint shall act as the Chair of the Grievance Committee.

15.5.2 Delays. The overseer of the complaint shall inform the complainant(s) of any delays regarding the complaint procedure, should they occur.

15.5.3 Human Resources Committee. In the event that the alleged offence is of a sufficiently serious nature as to suggest an ongoing danger to volunteers, employees, and directors or the Corporation's interests, the overseer of the complaint shall consult the Human Resources Committee.

15.5.4 Composition. The Grievance Committee shall be composed as follows:

- a. the overseer of the complaint shall be the Chair of the committee. They shall immediately fill the two (2) other positions, avoiding any persons known to be substantially in conflict with either the complainant(s) or defendant(s);
- b. the second member of the committee shall be a voting member of the Board appointed by the President; and
- c. the third member of the committee shall be the Executive Director;
- d. the overseer of the complaint should also recognize the need to represent a diversity of backgrounds and opinions on the committee.

15.5.5 Confirmation of Membership. Having preliminarily established an absence of malice or conflict on the part of a prospective member of the committee, the overseer of the complaint shall disclose the written complaint to the prospective committee member in strict, stated confidence. The overseer of the complaint shall then ask the prospective committee member to declare if they feel able to deal fairly with the complaint involving the named parties. If they cannot do so without reservation then they shall be replaced by another suitable member.

15.5.6 Selection Deadlines. The overseer of the complaint shall make every reasonable effort to complete the initial selection of the Grievance Committee within forty-eight (48) hours of receiving the complaint.

15.5.7 Notification of Complainant. The overseer of the complaint will notify the complainant(s) of the composition of the Grievance Committee to ensure that there are no substantial conflicts from the perspective of the complainant(s). It shall fall to the judgment of the committee as a whole to weigh any objections.

15.5.8 Notification of Defendant. The overseer of the complaint shall make every reasonable effort to notify the defendant(s) in writing that a complaint has been filed within twenty-four (24) hours of the approval of the committee. The composition of the committee shall be disclosed at this time. The defendant(s) shall receive a copy of the formal complaint, with information that may overtly identify the complainant(s) having been redacted.

15.5.9 Right to Reply. The defendant(s) shall be encouraged to submit a written statement in response to the complaint. The defendant(s) shall also be expressly informed of their opportunity to state, in writing, any objections to the composition of the committee. The defendant(s) shall normally have forty-eight (48) hours to compose these responses, though this may be extended at the discretion of the committee.

15.5.10 Disclosure of Reply. The Grievance Committee members shall receive one (1) copy each of the defendant(s)' reply to allegations made against them.

15.5.11 Defendant Objection to Committee Membership. The overseer of the complaint shall review any objection on the part of the defendant(s) to the composition of the committee. It shall fall to the judgment of the committee as a whole to weigh any objections.

15.5.12 Committee Membership Changes. In the event that the composition of the Grievance Committee changes by resignation or removal, both the complainant(s) and the defendant(s) shall have a right of reply to the appointment of any new member of the committee.

Part 6: Investigation

15.6.1 Investigation. The committee shall thoroughly investigate the details of the alleged code violation to ascertain its veracity.

15.6.2 Interviews. Any interviews conducted shall be recorded and transcribed for the investigation file. Interviews shall be conducted only in the presence of all members of the committee. Both the complainant(s) and the defendant(s) shall have the opportunity to suggest witnesses for the interview.

15.6.3 Hearsay. Hearsay shall not be admissible. Hearsay may be understood as second-hand evidence in which the witness is not testifying about what they know personally, but about what others allegedly told the witness they saw.

15.6.4 Leading Questions. Committee members shall not ask leading questions of the witness. Leading questions are those that supply new information to the witness or otherwise suggest an answer or put words in the mouth of the witness.

15.6.5 Transcripts. Witnesses shall be entitled to request a copy of the transcript of their own interview no less than forty-eight (48) hours from giving it and may ask for it from the investigation file at any time until the records are destroyed in accordance with provisions found below in Section 15.7.11.

15.6.6 Testimony. Witnesses may correct errors they note, but may not change their testimony. If witnesses persist in desiring to significantly alter their statements, their entire testimony shall be deemed discredited and shall be disregarded.

15.6.7 Defendant Review. Once the committee is satisfied with the evidence collected they shall forward it to the defendant(s) for review. The defendant(s) shall be given the opportunity to respond in writing to any evidence considered by the committee.

Part 7: Decisions

15.7.1 Decision. The committee may not render a decision until it has collected sufficient facts upon which to act. Decisions must be made in writing and must spell out the reasons underlying the decision. The committee may:

- a. Dismiss the complaint if it is found to be groundless or dilatory;
- b. Recommend another form of mediation if the complaint does not fall within the purview of this Code.

In respect to a defendant who is not an employee or director of the Corporation, the committee may resolve any of the following individually or in combination:

- a. Request an apology from the defendant(s);
- b. Issue a formal confidential notice of reprimand of the defendant to the attention of their appropriate supervisors, editors, etc;
- c. Issue a temporary suspension of privileges, including barring contributions to the Corporation; and/or,
- d. Recommend to the Board a permanent revocation of any and all of the defendant(s)' privileges, including, but not limited to staff status, contributions, participation in any activities, attendance at conferences, or application for any Corporation positions.

In respect to a defendant who is a director or employee of the Corporation, the committee may resolve any of the following individually or in combination:

- a. Request an apology from the defendant(s);
- b. Issue a formal reprimand for the personnel file;
- c. Order an immediate short-term suspension with pay (if applicable) for up to two (2) weeks, which shall include immediate expulsion from the Corporation workplace. The suspension may be extended indefinitely at the discretion of the Board;
- d. Refer a recommendation of termination of employment or contract (if applicable) to the Board for ratification; and/or
- e. Recommend to the Board a permanent revocation of the defendant(s)' status with the organization.

15.7.2 Dissenting Opinion. A committee member disagreeing with the grounds and/or scope of the decision shall detail their reasoning in an dissenting opinion as part of the written decision.

15.7.3 Referrals for Ratification of Certain Decisions. The Board shall act as a body of appeal for all matters arising from this Code of Conduct grievance process. Aspects of the complaints and the identity of those involved shall be kept in the strictest confidence and that all discussions shall be held in-camera.

15.7.4 Appeal by Complainant. The complainant(s) may appeal the dismissal of the complaint to the Board in writing within thirty (30) days of the decision by the Grievance Committee.

15.7.5 Conflict of Interest. Any member of the Board who is in a conflict of interest, is named in the complaint, or has ruled on the issue as a member of the Grievance Committee shall recuse themselves from any discussion of the issue at a Board meeting.

15.7.6 Suspension. The extension of any suspension must be ratified by the Board with full reference to the investigation files. The Board shall at that time decide whether the suspension will include pay (if applicable).

15.7.7 Termination. Any recommendation for termination or permanent revocation of privileges shall only be ratified by the Board.

15.7.8 Appeal by Defendant(s). The defendant(s) may appeal any ratified decision of the Board in writing to the Board. The defendant(s) is/are entitled to a hearing before the Board in respect of any ratification or appeal.

15.7.9 Board Decisions. All decisions of the Board must be given in writing and must include reasoning, and shall be appropriately filed with other documents from the investigation. Dissenting opinions shall be included if applicable.

15.7.10 Record of Investigation. Any written decision issued by the Grievance Committee or subsequently by the Board will be included in the personnel file of the defendant(s) along with the investigation transcripts, as well as a copy of the initial written complaint and any replies. Both the complainant(s) and the defendant(s) have the right to see these documents. Other witnesses in the investigation do not have any right to said documents. Records from the complaints deemed dilatory or groundless shall be destroyed after thirty (30) days, once the window for appeal has elapsed.

15.7.11 Retention of Records. Records of all complaints and decisions shall be retained in the Corporation's files for three (3) years.

15.7.12 Notification of Decisions. The right to confidentiality of complaints and defendants must be balanced firstly against the Board's need to be aware, and secondly against the need for all volunteers, employees, and directors to be kept aware of the disposition of their fellow colleagues.

15.7.13 Confidentiality of Decisions. Decisions arising out of this process, both of the Committee and the Board, shall remain confidential except in the following cases, and even so only specific aspects will be made selectively available according to the stipulations in each case:

- a. In the event of any reprimand being issued to a director, the Board shall be notified in-camera of the details of the decision by the overseer of the complaint.
- b. In the event of a reprimand of a volunteer or employee who is not a director, the Editorial Board and Board shall be notified in-camera by the overseer of the complaint.

- c. In the event of any suspensions arising from this process, parties involved will be notified of the suspension of the defendant, and further that it came about as a consequence of a Code of Conduct violation. The details of the complaint and arising decision shall otherwise remain confidential.
- d. In regards to an on-going investigation into workplace harassment, a complainant who has allegedly experienced harassment, the alleged harasser(s) and any witnesses will be instructed not to discuss the complaint, incident or the investigation with other staff or witnesses unless necessary to obtain advice about their rights.

15.7.14 Legal Recourse. This Code of Conduct does not affect any members' right to seek legal recourse.

Part 8: Duty to Consult

15.8.1 Amendments. Any amendment to the Code of Conduct must be made in consultation with the health and safety representative. The consultation must provide an opportunity for the health and safety representative to provide feedback, whether orally or in writing, on the changes and the feedback must be considered by the Policy Committee.

Last updated on February 25, 2022

Section 16: Information Management

16.1 Application. This policy applies to all documents, both physical and electronic, produced by and for the Fulcrum Publishing Society.

16.2 Definition. Information management concerns the creation, storage, and access of records. "Record" means any record of information however recorded, whether in print form, on film, by electronic means, or otherwise.

16.3 Oversight. The work of information management will be overseen by the Executive Director and Business Department with input from the Editor-in-Chief.

16.4 Purpose. This policy provides direction on managing information as a valuable and strategic resource to:

- a. ensure the integrity of information and to support the mandate and business functions of the FPS;
- b. ensure information is protected;
- c. support decision-making and enhance the services provided to the student community.

16.5 Requirements. Information management should not be redundant or take up too much time in order to ensure the policy is followed and accessible.

16.5.1 Schedule. A records retention schedule for all documents created and received by the Corporation is made by the Executive Director to be followed by all employees, volunteers, and Board members.

16.5.2 Elements. The records retention schedule will dictate:

- Category of record (Based on length of time to be kept)
- Type of record (Based on function)
- Retention trigger date
- Destruction date (If applicable)
- Disposition and back-up process

16.5.3 Inventory. An electronic inventory of records should be created to show what information holdings the Corporation possesses at any given time.

16.5.4 Privacy. Certain documents have levels of security prescribed to them.

16.5.4.1 Security. Confidential documents must be kept in a locked drawer or room where the Executive Director holds the only key.

16.5.5 Viewing Files. Employees or volunteers who wish to view files are allowed to, and may appeal to the Board to view secret or confidential files.

16.5.6 Disposal. Files that no longer need to be kept will be destroyed effectively.

16.6 Evaluation. An information audit to evaluate and improve information management for the Corporation should be performed every summer term to ensure best practices are being followed.

16.6.1 Oversight. The evaluation shall be completed by the Executive Director, Editor-in-Chief, and a member of the Board appointed by a general vote.

16.6.2 Content. The adherence to information management policies, efficiency, knowledge, and teaching of information management, hierarchies, and use of electronic/Cloud services should be evaluated to see if the information management program can be improved.

16.7 University Archives. All editorial content shall be stored with the University Archives so long as they consent.

16.8 Storage. All permanent documents are kept in two formats: digital and physical.

Last updated on May 19, 2021

Section 17: Accessibility

17.1 Statement of Commitment. The Fulcrum Publishing Society is committed to improving accessibility. We will put the following policies into practice as outlined by the *Accessibility for Ontarians with Disabilities Act*. We are committed to improving accessibility for our employees, volunteers, and contributors. We are equally committed to improving the accessibility of our content for all of our readers.

17.2 Training. The Fulcrum Publishing Society is committed to training staff and directors on Ontario's accessibility laws and on accessibility aspects of the Human Rights Code that apply to persons with disabilities. Training will be provided in a way that best suits the duties of staff and directors.

17.3 Employment. The Fulcrum Publishing Society will notify the public and staff that, when requested, we will accommodate disabilities during recruitment and assessment processes and when people are hired. If needed, we will provide customized workplace emergency information to employees who have a disability. Our performance management process will take into account the accessibility needs of all employees. We will notify staff that supports are available for those with disabilities. We will put in place a process to develop individual accommodation plans for employees.

17.4 Existing Policies. Any of our policies that do not respect and promote the dignity and independence of people with disabilities will be modified.

Last updated on May 19, 2021

Appendix A: Executive Officers

President

- Responsible for overseeing the budget of the Corporation
- Drafts, or causes to be drafted all financial documents required by the Board of Directors
- Oversees the audit of the Corporation
- Ensures that all Corporate documents are correctly filed with the government
- Oversees the Executive Director and ensures that financial controls are being enforced
- Reviews policy drafts in consultation with the Board
- Prepares all necessary arrangements for the Annual General Meeting
- Oversees the Business department when the Board is not meeting
- Acts as a signing authority
- Writes a transition report for the incoming President
- Before or on the final day of their term, shall transfer the President email account to the incoming President

Chair

- Chairs all duly constituted meetings of the Board except in cases of absence
- Receives, and causes to be presented, motions to the Board
- Writes a transition report for the incoming Chair

Vice-President

- Assumes the duties of the President or the Executive Director in the event that they are unwilling or unable to fulfill their duties
- Assumes any of the President's duties in the event of a conflict of interest on the President's part
- Writes a transition report for the incoming Vice-President

Chief of Staff

- Coordinates all necessary internal communication required for the Board's general activities though not all necessarily all of its committees, including: meeting agenda, meeting minutes, and meeting supporting documents
- Fosters a culture of learning through ongoing professional development efforts that may include, but is not exclusive to: curating and regularly adding to the Board of Directors Professional Development Library of Online Resources, preparing and where possible administering an annual orientation session for incoming directors, and preparing or seeking out and encouraging other directors to prepare regular professional development workshops
- Fosters a culture of engagement, professionalism, and accountability
- Supports the President in the recruitment of Directors in the circumstance that Director seats are vacant
- Takes, or causes to be taken, edits, and is the keeper of all minutes of the Corporation
- Responsible for providing all necessary notice to directors or members of the Corporation
- Compiles and distributes all documents relating to the meeting
- Writes a transition report for the incoming Chief of Staff

Treasurer

- Drafts, or causes to be drafted all financial documents required by the Board of Directors
- Oversees the audit of the Corporation
- Oversees the Executive Director and ensures that financial controls are being enforced
- Acts as a signing authority
- Writes a transition report for the incoming Treasurer

Last updated on June 30, 2020

Appendix B: Business Department Employees

Executive Director

General

- Oversees the Business Department
- Acts as a link between the Board and the Business Department

- Acts as a liaison between the Fulcrum and Canadian University Press for administrative matters
- Implements any resolutions passed by the Board of Directors
- Attends all Board meetings
- Acts as the office manager of the Corporation
- Responsible for the professional upkeep of the office
- Provides a report to the Board at all regular meetings and as requested by the Board
- Provides adequate training to the incoming Executive Director
- Oversees and maintains the distribution of the Fulcrum's equipment
- Performs any tasks assigned by the Board
- Writes a transition report for the incoming Executive Director

Human Resources

- Responsible for hiring and disciplinary procedures in accordance with the Human Resources policy
- Administers employee intake
- Ensures alignment and compliance with all relevant employment legislation, including, but not limited to, the *Employment Standards Act*, the *Occupational Health and Safety Act*, the *Workplace Safety and Insurance Act*, the *Accessibility for Ontarians with Disabilities Act*, and the Ontario Human Rights Code
- Administers payroll
- Approves and tracks staff leave, vacation, and hours worked, as required by law
- Acts as the workplace coordinator for health and safety

Bookkeeping and Administration

- Maintains accounts payable
- Maintains accounts receivable in conjunction with the Advertising Manager
- Approves all advertising contracts
- Responsible for all Fulcrum accounts
- Maintains relations with Free Media to ensure the Fulcrum receives remittances for national advertising
- Administers the Corporation's bank accounts and petty cash
- Communicates with the Fulcrum banker, accountant, and auditor
- Maintains the Corporation's files to ensure that continuity is maintained from year to year
- Acts as a signing authority
- Procures some online advertising

Budgetary

- Drafts the Corporation's budget in accordance with budgeting policy
- Assures adherence to the annual budget
- Approves all expenditures within the parameters set by the Board
- Ensures that the advertising sales target is met

Last updated on June 30, 2020

Appendix C: Archival Procedures

- a. Permanent files have long-term value and are kept forever. These include:
 - Audit reports
 - Chart of accounts
 - Cheques for important payments and purchases
 - Copyright/patent/trademark registrations
 - Deeds/mortgages/bills of sale
 - Depreciation schedules
 - Employee discrimination reports
 - General ledgers/year-end trial balance
 - Incorporation records (articles, charter, by-laws, minutes, etc.)
 - Insurance records
 - Journals
 - Legal correspondence
 - Loan documents
 - Mission statements
 - Organization charts
 - Program files
 - Property records (until a move to a new location)
 - Tax returns
 - Year-end financial statements
- b. Determinate files have limited long-term value, and are kept for five years include:
 - Accident claims (settled)
 - Accounts receivable/payable ledgers/schedules
 - Bank statements/deposit records/electronic funds transfer evidence/cancelled cheques/reconciliation
 - Canadian Centre for Occupational Health and Safety logs
 - Cancelled stocks and bonds certificates
 - Donations
 - Expense analysis and distribution schedules
 - Expired contracts
 - Garnishments
 - Funded grants
 - Internal audit reports
 - Invoices
 - Inventory records
 - Notes receivable ledgers and schedules
 - Payroll records and summaries
 - Personnel files for terminated employees
 - Purchase orders
 - Sales records
 - Strategic plans
 - Timesheets
 - Vouchers for payment

- Workers compensation documentation
- c. Transitory files are kept for two years, and do not have long-term value. These include:
 - Administrative correspondence
 - Correspondence with customers and vendors
 - General correspondence
 - Petty cash vouchers
 - Unfunded grants

Last updated on June 30, 2020

Appendix D: Incident Response Plan

PROCEDURE

Definition of an incident: Anything that damages the Fulcrum’s assets, brand, or people. This includes financial, capital assets, human resources, etc. examples include, but are not limited to: significant damage to building, cyber attack on the website or social media accounts, serious injury to employee, or negative media coverage of The Fulcrum as an institution.

Exclusions: issues of the editorial process, journalistic integrity, or misinformation.

It is important to note that every director has the right to express their opinion as an individual. However, only a majority of the Board may approve an official statement from The Fulcrum Publishing Society.

Procedure to Follow:

1. The President must gather all of the relevant information about the incident, consulting the ED and/or EIC and other parties involved if required.
 2. The President must draft an email to be sent out to all directors and employees of the Corporation informing them of the situation and how the Board plans to proceed, including public messaging.
 3. The President must draft a preliminary short statement on behalf of the Board and send to the EIC for dissemination. This statement should seek to recognize the issue, reassure the Corporation’s members, and advise that more information will follow.
 - a. If the EIC disagrees with the position of the statement, they may come to an agreement with the President with a revised statement.
 - b. In the event of no agreement, both statements will be sent to the Board for one to be approved by a majority vote.
 4. The President must call a special meeting of the Board of Directors. At this meeting a written plan of action shall be developed which will guide how the Corporation will address the issue. This plan must be shared with the ED and the EIC. Moreover, the Board may choose to issue a more detailed public statement on the situation.
- This plan will be reviewed by the Policy Committee at least once a year.

Last updated on October 28, 2019

Appendix E: Anti-Oppression Document

The Fulcrum Publishing Society Anti-Oppression Principles

Introduction

At the Fulcrum, we recognize that every individual is unique and can be treated unfairly based on appearance, gender, race, religion, and much more. We believe in equality and unity no matter where you're from, no matter who you are, and want our members to share and practice these beliefs as well. This document is intended to serve as an ever-evolving guide for the Fulcrum and its members to follow not only in a professional environment, but in our everyday practices. This document will not make the Fulcrum oppression-free nor will it terminate personal agendas. However, the Fulcrum is committed to eliminating oppressive behaviour as much as possible and will use this document as a base-point to incorporating anti-oppression practices in our lives.

Principles

We are committed to the following principles:

Understand and challenge the system of oppression and explore the nature of those structures that empower oppressive behaviour.

Leading our members and community by example. It starts from the top and is up to our leaders to act on and educate our anti-oppression beliefs and views with our members and community.

Respecting culture and beliefs is one of the most powerful tools in our society. The ability to understand and adapt to our diverse workforce will empower our community even more.

Listen to those around you. Active listening allows us to understand an individual's beliefs more clearly. We want all voices to be heard and considered.

Appreciate the work of other individuals. Be conscious and sensitive to a person's personal situation and be willing to help those in times of weakness. Be courteous, kind, and celebrate each other more often.

Equal opportunity for all members and applicants. Every member and every individual applying for membership will be treated fairly regardless of sex, race, gender, religion, culture, ethnicity, and all other forms of discrimination.

Support

This document will be periodically reviewed by the Board of Directors and staff collectively.

Last updated on June 30, 2020

Appendix F: Workplace Violence Policy

Policy Statement

The Board of Directors and management of the Fulcrum Publishing Society are committed to the prevention of workplace violence and are ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers' health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources. The *Occupational Health and Safety Act* defines workplace violence as:

- a. The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- b. An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- c. A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Violent behaviour in the workplace is unacceptable from anyone. The workplace extends beyond the office and can include anywhere a worker is working. This policy applies to all workers, volunteers, freelancers, directors, and management at the Fulcrum Publishing Society, as well as all other visitors. Everyone is expected to uphold this policy and to work together to prevent workplace violence.

Program

There is a workplace violence program that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents or raise concerns. The workplace violence program is provided below.

Measures and procedures to control the risks of workplace violence

1. While working alone in a public venue:
 - a. Follow all rules and authorities applicable to the venue or the event;
 - b. Tell others where you are going and when you expect to be back;
 - c. Have emergency contacts available; and
 - d. Ensure that your phone is fully charged.
2. While working alone in the office:
 - a. Have emergency contacts available;
 - b. Know the location of the exits;
 - c. Ensure there is proper lighting, do not work in the dark; and
 - d. Keep all doors locked while in the office.
3. To be informed of emergencies happening on the University of Ottawa campus:
 - a. Download the University of Ottawa's SecurUO app to receive emergency alerts via push notifications on your device. If you cannot get apps on your phone, contact the University of Ottawa's Emergency Management Program at areyouready@uottawa.ca to explore other alerting options that may be available;

- b. When there is an emergency on campus, the university will tweet updates using the Twitter handle @uOttawaAlert; and
- c. Download the University of Ottawa's Alertus application onto your personal computer. When activated, an alert will appear on your screen with the following text: ALERTE !! ALERT followed by a brief description of the affected area and what action to take.

Measures and procedures for summoning immediate assistance when workplace violence occurs or is likely to occur

1. University of Ottawa Protection Services Non-Emergency -- 613-562-5499;
2. University of Ottawa Protection Services Emergency -- 613-562-5411;
3. Ottawa Police Service Non-Emergency -- 613-236-1222; and
4. Life-threatening emergency or fire: 9-1-1

While on any of the campuses of the University of Ottawa, Protection Services shall always be called for an emergency. Only use 9-1-1 or the Ottawa Police Service's non-emergency number while off-campus.

The University of Ottawa's Emergency InfoLine, 613-562-5555, will provide up-to-date information on all major campus emergencies.

Complaints

All complaints made under this policy and program will be handled in accordance with Part 4 of the Code of Conduct in the Fulcrum Publishing Society Policy Manual.

Accountability

The Board of Directors, as the employer, will ensure this policy and the supporting program are implemented and maintained. All workers and supervisors will receive appropriate information and instruction on the contents of the policy and program.

Supervisors will adhere to this policy and the supporting program. Supervisors are responsible for ensuring that measures and procedures are followed by workers and that workers have the information they need to protect themselves.

Every worker must work in compliance with this policy and the supporting program. All workers are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats. Incidents may be reported to the Editor-in-Chief, the Executive Director, the Board of Directors, or the President. There will be no negative consequences for reports made in good faith.

Commitment to Investigate Incidents of Workplace Violence

The Board of Directors and management pledges to investigate and deal with all incidents and complaints of workplace violence in a fair and timely manner, respecting the privacy of all concerned as much as possible.

Signed: **Kalki Nagaratnam, President**

Date: 20 January 2022

The Code of Conduct should be consulted whenever there are concerns about harassment in the workplace.

Annual review date: January 20, 2023

Last updated on February 27, 2022

Appendix G: Health and Safety Policy

The Board of Directors and management of the Fulcrum Publishing Society are vitally interested in the health and safety of its workers. Protection of workers from injury or occupational disease is a major continuing objective.

The Fulcrum Publishing Society will make every effort to provide a safe, healthy work environment. The Board of Directors, the Executive Director, the Editor-in-Chief, and workers must be dedicated to the continuing objective of reducing risk of injury.

The Board of Directors, as employer, is ultimately responsible for worker health and safety. As President of the Fulcrum Publishing Society, I give you my personal commitment that I will comply with my duties under the Act, such as taking every reasonable precaution for the protection of workers in the workplace.

Supervisors will be held accountable for the health and safety of workers under their supervision. Supervisors are subject to various duties in the workplace, including the duty to ensure that workers work in compliance with established safe work practices and procedures. The term supervisor is defined as the Executive Director and the Editor-in-Chief.

Every worker must protect their own health and safety by working in compliance with the law and with safe work practices and procedures established by the employer. Workers will receive information, training, and competent supervision in their specific work tasks to protect their health and safety.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organization, from the president to the editor.

Signed: **Kalki Nagaratnam, President**

Date: Jan. 20, 2022

Annual review date: January 20, 2022

Last updated on February 27, 2022