

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, November 27, 2022
Zoom, 10:00am-1:00pm

Present: Kalki Nagaratnam, Brendan Keane, Sam Coulavin, Ludvica Boota (ex-officio), Jasmine McKnight (ex-officio), Hailey Otten (ex-officio), Amit Shanbhoug, Emma Godmere, Keelan Buck, Claire Liu, Mark Asfar

Partially Present: Chaymaa Nadi

Absent (without reason): Erik Chin

1. Commencement of Meeting

S. Coulavin commenced the meeting at 10:01 a.m.

2. Approval of Agenda

K. Nagaratnam motioned to approve the agenda. K. Buck seconded the motion. The motion passed.

3. Approval of October 2022 Meeting Minutes

E. Godmere motioned to approve the October 2022 meeting minutes. A. Shanbhoug seconded the motion. The motion passed.

4. Kahoot Quiz

C. Liu presented the monthly Quiz with an accounting theme.

5. Standing Actions List

“Attend Town Hall” was removed from the Standing Actions List.

6. Board Work Plan

The Board is on track with the work plan. The revised budget and compensation structure were reviewed, and the auditor report and commercial insurance were approved over email.

7. EIC Report

H. Otten presented the EIC report.

Staff Update

The staff performance reviews were completed earlier in October. Every member of the Editorial Board was met with to discuss feedback and goals.

A staff social event at Level One was held earlier in October. This social was a hit for those who attended, and more are planned to take place over the course of the publishing year.

The Fulcrum is heading into its last week of production for the semester before the staff takes their winter break. The staff are done for the Fall semester as of December 3rd, and will return when classes begin again in January.

Content

In News, D. Nikfardjam and Y. Mutombo covered the RBC Spirit of the Capital award recipients from the University of Ottawa, OSAP funding cuts, and the Danyliw seminar for contemporary Ukraine. A few more volunteers are interested in writing for News and the Fulcrum is hopeful it can lean into this more next semester.

In Arts, V. Drybrough covered the Ottawa Canadian Film Festival, and G. Kim-Shin wrote about the Fresh Meat festival and continued the Fulc Music column. The Fulcrum has had some great volunteer pieces in this section, including K. Diane's cancel culture piece.

In Science, E. Williams wrote about University of Ottawa researchers studying whales from space and the effects of nanoplastics and flame retardants on zebrafish development.

In Opinions, G. Kim-Shin and M. McConkey have been focusing on the World Cup, Asian representation, and Twitter in the age of Elon Musk.

In Sports, with a new set of teams kicking off the winter seasons, J. McKnight wrote a preview for both basketball teams and recapped the recent bronze medal by the women's rugby team. B. Adibe and contributors have started covering the hockey teams, and a few soccer pieces.

Other

The Fulcrum has been in communication with CHUO to organize a radio show to launch next semester. The EICs will participate in all the training they are offering but the show will likely be J. McKnight's project. The EICs hope to complete the training before winter break.

The EICs have reached out to the University archives to gauge interest in a digitization project with the Fulcrum's hardcopy archives. The University seems interested in partnering with the Fulcrum on this, stating they have done it with la Rotonde in the past. The Fulcrum will meet

with them over December to figure out just what this would entail.

8. ED Report

L. Boota presented the ED Report.

Finances

PayPal

November 29's automatic renewal for Zoom costed \$400 CAD. December 19's automatic renewal for Adobe costed \$467.88 + HST CAD.

PCI Compliance

Intuit (Quickbooks) is requesting that the FPS complete validation of PCI Compliance by December 31. They have partnered with SecurityMetrics, a leader in data security and compliance to simplify PCI certification. There is a cost associated with this and that L. Boota is looking into.

Payment Card Industry (PCI) compliance is required of all entities that store, process, or transmit Visa cardholder data, including financial institutions, merchants and service providers. Visa's programmes manage PCI DSS compliance by requiring that participants demonstrate compliance on a regular basis.

Audit

The audit is complete and will be voted on later in the Board meeting.

HUB Insurance

The insurance has been confirmed and paid for via direct payment from the FPS's TD account. \$2,805 + \$95 Policy Fee + 8% Tax for total of \$3,132.

Human Resources

EDBoard

There was an error on the holiday break dates in the contract. The holiday break is from Sunday, December 4, to Saturday, January 7, 2023. All employees were notified and an

amendment was sent to each individual. Most have signed and returned the document. L. Boota will be sending a reminder this week for the outstanding documents.

The Fulcrum staff have decided to hold a holiday dinner at Craft on December 5 at 7 PM. \$25 per staff member for food will be allocated, costing a total of \$375. L. Boota will work with the restaurant to figure out the best way to address this cost.

Performance Evaluations

All performance evaluations have been completed for the Editorial Board in mid-November.

Town Hall

The Town Hall was successful. There was a panel of three journalists present, which was moderated by E. Godmere. The staff liked the panel format and found the presenters informative. They also really liked the casual setting. They expressed interest in doing this again.

There was also a workshop on workplace harassment. Although the information was decent, L. Boota would not hire Project Agape in the future as she felt they were unprepared, did not adapt the material to the audience, and the presentation was flat and overall unprofessional. L. Boota would, however, recommend doing a workshop along the same theme, but hire a different organization.

Webmaster

L. Boota is in the middle of interviewing candidates for the Webmaster position. There is some interest but a majority of candidates are not from Ottawa, which is one of the reasons that this is taking longer.

Operations

Partnerships

J. McKnight is working with CHUO (89.1 FM) to produce a show in the new year.

9. President Report

K. Nagaratnam presented the President Report.

Fall Town Hall

The Fulcrum held its annual Fall Town Hall event on Sunday, October 20th. K. Nagaratnam thanked the organizing team of E. Godmere, H. Otten, J. McKnight, and L. Boota for putting the Town Hall together. K. Nagaratnam also thanked E. Godmere, K. Buck, and M. Asfar for attending the event and representing the Board.

Holiday Dinner

K. Nagaratnam stated that there seemed to be some interest in meeting for dinner in December. K. Nagaratnam said she would send an invite to the Board after the meeting to pick the date and restaurant. The dinner will be open to all directors and ex-officio directors.

Hybrid Board Meeting

K. Nagaratnam proposed a second in-person Board social following the April Board meeting. The meeting may be on campus with the option to join via Zoom, followed by lunch at FnS.

10. Treasurer Report

C. Liu presented the Treasurer Report

There was little change between the October and November budgets. The total increase due to ads was \$265.49. Levies should come at some point in December.

11. Committee Updates

Finance Report

The Finance Committee met on 4 October 2022.

Review of the Finance Committee's Terms of Reference

The members of the Finance Committee briefly reviewed the committee's Terms of Reference. As the circulation and exposure of the Terms of Reference prior to the meeting was limited, the chair recommended the review for the Board's approval be tabled for the next committee meeting. The goal by the next meeting is for everyone on the committee to have done a thorough review and provided comments for a constructive discussion.

Review of the draft F/S for fiscal year 2021/2022 for recommendation of Board approval

The Finance Committee agreed that the financial statements were not in shape for the committee to move forward with the recommendation for Board approval. After further communications

with the auditor, changes were made to the audit opinion and financial statements. A vote went out by email to the Board members to approve the financial statements by November 25. A majority vote was achieved and the financial statements were approved.

K. Nagaratnam and C. Liu will sign the statements and the management representation letter to finalize.

The committee recommends the Board to consider going out to tender for a new auditor for the upcoming fiscal year-end. Although the auditors are generally good to work with, it was clear that the quality of the draft financial statements was not sufficient to warrant approval based on a review by a knowledgeable accountant/auditor. In addition, the EIC noted the auditors appeared not to understand FPS' business. This consideration is made especially within the context of the amount for fees being paid, which seems high for an organization the size of the Fulcrum.

The 11k UOSU outstanding balance remains as a note on the financial statements. The aim is for the EIC to contact UOSU to resolve this balance.

Review of budget for Q1 allocation

The committee reviewed the Q1 budget against actuals. No concerns were raised. The committee recommends the Board repay FPS the CEBA loan this year.

Melanie Wood Charitable Fund

One of the committee members proposed to remove the organization's requirement to donate [i.e. the Melanie Wood Charitable Fund (6.6 {b})] from the budget.

The committee agreed that if the Board does not want to remove the obligation for the organization to donate, then at least Melanie Wood's name should not be attached. The committee raised concerns about reputation consequences as Melanie Wood is no longer involved with the Fulcrum. In addition, the removal of the name can reduce confusion over this budget item for future governance of the FPS.

The committee approved this proposal and tabled it for Board approval at the next meeting.

Authorizations policy

The committee discussed the authorizations policy which would outline key approvers and approval limits for various operational activities at FPS. Early draft of the policy is located in the committee folder on Google Drive and was circulated. One of the members suggested that the policy should only encompass authorizations for key items and not be overly detailed.

The committee decided to table this policy for further discussion at the next committee meeting. The committee member who proposed the policy shall further update it prior to the next meeting.

HR Committee

The HR Committee has reviewed the committee work plan, discussed their work so far, and what they would like to do before the end of the term. The HR Committee is also establishing a Hiring timeline for the new ED.

Marketing Committee

The Marketing Committee will try to meet early next year or before the end of the year.

Governance

The Governance Committee will meet in January. The minutes for the previous governance meeting are now formatted and in the Google Drive folder.

12. Approval of Policy Manual Amendment

C. Liu opened up the Board's discussion of amending or removing section 6.6. (b) of the Policy Manual, which required the Board to include a line designated as the "Melanie Wood Charitable Fund" which shall be an amount no less than five (5) dollars and donated toward a charitable group of the board's choosing on an annual or regular basis.

E. Godmere gave context of who Melanie Woods is. Melanie Woods was a former EIC at the Fulcrum who was well-liked during her tenure. Originally, this line was to construct a statue in her name at a minimum of \$3.14.

The Board wishes to keep the Policy but rename the budget line to the "FPS Charitable Fund," establish an upper limit for the budget line, and include a blurb about the former name of the budget line.

C. Liu proposed a motion to rename Policy 6.6 (b) from Melanie Woods Charitable Fund to FPS Charitable Fund. K. Nagaratnam seconded the motion. The motion passed.

An email motion will be sent out to approve the remaining changes.

13. Approval of Revised 2022-2023 Budget

Online advertising has changed from \$5,000 to \$1,500 because the projected advertising revenue will be lower due to the limited advertising real estate on the Fulcrum's website.

Canada Summer Jobs program was changed from \$14,000 to \$13,113 to match the actual amount received for CSJ funding.

Miscellaneous revenue was changed from \$21,000 to \$32,101.36 to include the GSAED levy.

Board Expenses were changed from \$1,500 to \$2,500 to include room rentals.

Freelance Program was changed from \$2,000 to \$3,000.

Legal was changed from \$1,000 to \$2,000.

Website and Technical Support was changed from \$1,000 to \$4,000 for the estimated salary for the expected webmaster.

C. Liu motioned to approve the October 2022-2023 revised budget. K. Nagaratnam seconded the motion. The motion passed.

14. Approval of New HR Policies

K. Nagaratnam presented the Disciplinary Action Policy and Termination Policy.

Disciplinary Action Policy

The Disciplinary Action Policy aims to better define the expectations of the job at FPS and communicate what will happen should these expectations not be met. The policy notes that each employee has the responsibility to maintain a satisfactory level of performance and to adhere to FPS' policies and interests, and in the event that performance is unsatisfactory or an employee fails to observe FPS' policies and interests, performance improvement and possibly progressive discipline measures will be implemented.

K. Nagaratnam noted that the Disciplinary Action Policy added flexibility to the existing policies pertaining to disciplinary action. K. Nagaratnam excluded section 8.4 (Reports) from the updated Disciplinary Policy, which stated that "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." E. Godmere agreed

with the exclusion, since the Board should only be reported should any disciplinary action escalate.

Termination Policy

K. Nagaratnam noted that the Termination Policy is new but based on sections of the current disciplinary policy. The new Termination Policy states that either the FPS or employee may sever the employment relationship at any time with or without cause or prior notice. The policy outlines the general procedures to be followed when a voluntary or involuntary termination occurs.

There was a discussion on whether to remove section 8.7 (Emergency Removal Procedures), which states that “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,” from the new Termination Policy.

M. Asfar questioned whether section 8.7 is redundant and should therefore be removed. The standard dismissal and emergency removal procedures differ in that the latter allows for the employee to be notified in advance of the issue and entitled to speak on the issue, whereas the former only allows for an exit interview. It was decided that section 8.7 will be excluded from the new policy.

K. Nagaratnam presented a motion to approve the Disciplinary Action and Termination Policies as they stand, excluding the aforementioned policies 8.4 and 8.7. C. Liu seconded the motion. The motion passed.

15. Return to Standing Actions List.

The two new HR Policies were added to the Standing Actions List. K. Nagaratnam added a note regarding the Board holiday dinner.

16. In-Camera

K. Nagaratnam presented a motion to move in-camera. C. Liu seconded the motion. The motion passed.

K. Nagaratnam motioned to stay in-camera. E. Godmere seconded the motion. The motion did not pass and the Board moved out of camera.

17. Adjournment

M. Asfar motioned to adjourn the meeting. The motion passed and the meeting adjourned at 12:56 p.m.

18. Appendix

Fulcrum Publishing Society – Board of Directors **Editor-in-Chief Report**

Sunday, Nov. 27th, 2022 10:00 a.m.

Zoom



By: Hailey Otten and Jasmine McKnight

1. Staff Update

We completed our staff performance reviews earlier this month, meeting with each member of our editorial board to go over feedback and goals.

Additionally, we held a staff social event at Level One earlier this month — it was a hit for those who made it out, and we're planning on hosting more of these next semester.

We're heading into our last week of production for the semester before our staff members take the exam/winter break off. They will be done for the fall as of Dec. 3, and will return when classes start up again in January

2. Content

In news, Desiree and Yannick have covered the RBC Spirit of the Capital award recipients from the U of O, OSAP funding cuts, and the Danyliw seminar for contemporary Ukraine. We've had a few more volunteers interested in writing for News and are hopeful we can lean into this more next semester.

In arts, Victoria covered the Ottawa Canadian Film Festival, and Grace wrote on the Fresh Meat festival and continued our Fulcrum music column. We've had some great volunteer pieces in this section, including Kanny Diane's cancel culture piece.

Emma wrote on U of O researchers studying whales from space and the effects of nanoplastics and flame retardants on zebrafish development.

We've had some fantastic opinions pieces this month from Grace and Matthew, focussing on the World Cup, Asian representation, and Twitter in the age of Elon Musk.

For sports, with a new set of teams kicking off the winter seasons, Jasmine wrote a preview for both basketball teams as well as recapped the recent bronze medal by the women's rugby team. Brandon and contributors have started covering the hockey teams, as well as a few soccer pieces.

3. Other

We have been communicating back and forth with CHUO to organize a radio show to launch next semester. Hailey and Jasmine will participate in all the training they are offering, but the show will likely be Jasmine's project. We hope to complete the training before winter break.

We've reached out to the University archives to gauge interest in a digitization project with our hardcopy archives. They seem interested in partnering with us on this, as they said they have done with la Rotonde in the past, and we'll meet with them over December to figure out just what that would entail.

Fulcrum Publishing Society – Board of Directors

Executive Director's Report

Sunday, November 27th, 2022

Ludvica Boota



1. Finances

Snapshot of Accounts

The below financial information is accurate as of 3:30 PM on Thursday, November 24, 2022.

	October 2022	November 2022	Difference
TOTAL	\$512,033.49	\$492,452.20	(\$19,581.29)
Chequing (TD)	\$359,925.03	\$335,075.65	(\$24,849.38)
Investments (RBC)	\$90,952.45	\$94,796.75	\$3,871.13
PayPal Balance	\$1,156.43	\$2,579.80	\$1,423.37
Canada Business Loan (COVID-19)	\$60,000	\$60,000	\$60,000

PayPal

November 29th, automatic renewal for Zoom: \$400 CAD
December 19th automatic renewal for Adobe: \$467.88 + HST CAD

PCI Compliance

Intuit (Quickbooks) is requesting that we complete validation of PCI Compliance by December 31st. They have partnered with SecurityMetrics, a leader in data security and compliance to simplify PCI certification. There is a cost associated with this and I am looking into it.

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Audit

The audit is complete and will be voted on in this Board meeting.

HUB Insurance

The insurance has been confirmed and paid for via direct payment from our TD account. \$2,805 + \$95 Policy Fee + 8% Tax for a grand total of: \$3,132.

2. Human Resources

EDBoard

There was an error on the holiday break dates in the contract. The holiday break is from Sunday December 4th 2022 to Saturday January 7th 2023. All employees were notified and an amendment was sent to each individual. Most have signed and returned the document. I will be sending a reminder this week for the last 5.

We have decided to hold the holiday dinner at Craft on December 5th at 7 PM. Like last year, we will be allocating \$25/staff member for food. This would be a total of \$375. I will work with the restaurant to figure out the best way to address this.

Performance Evaluations

All performance evaluations have been completed for the Ed Board in mid November. .

Town Hall

Date: Sunday November 20th anywhere between 10 AM -2PM

ROOM: FSS 1005

The Town Hall was successful. We had a panel of 3 Journalists present, which was moderated by Emma. The staff liked the panel format and found the presenters informative. They also really liked the casual setting. They expressed interest in doing this again.

There was also a workshop on workplace harassment. Although the information was decent, I would not hire Project Agap in the future. I felt they were unprepared, did not adapt the material to the audience and the presentation was flat and overall unprofessional.

I would definitely recommend doing a workshop along the same theme however, hire a different organization.

Webmaster

I am in the middle of interviewing candidates for this position. We have interest but a majority of candidates are not from Ottawa, which is one of the reasons that this is taking longer.

3. Operations

Partnerships:

Jasmine is working with the radio station (89.1 FM) to produce a show in the new year.

Other operations projects

Completed:

- Website maintenance document
- Freelance Policy Revise & Review
- Office Procedures: Create a clearly defined office process for things like signing out equipment, submitting expenses, etc. * needs to be reviewed and maintained
- Developing new training material and packages

- Integrating the offline /online office and making the most of Google workspace. (Hybrid office model) * needs to be reviewed and maintained
- Creating a set schedule for the publishing year (beginning/end dates, evaluations, team dinners, etc.) *needs to be reviewed regularly to ensure on track or to make changes
- Professional development opportunities
- Team Bonding activities

Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, November 27th, 2022



Kalki Nagaratnam

1. Board Matters

Board Seats

There are two vacant seats remaining on the 2022-23 Board:

- Student Representative
- University Representative

Please invite anyone you know who would fit these profiles to apply.

Fall Town Hall

We had our annual Fall Town Hall event last week. Big thank you to the organizing team: Emma, Hailey, Jasmine and Ludvica for putting it together! I would also like to thank Emma, Keelan and Mark for attending the event and representing the Board. Hopefully, we can have another one next semester.

Holiday Dinner

There seems to be some interest in meeting for dinner in December. It will be open to all directors and ex-officio directors. I will be in touch with everyone later today to pick the date and restaurant.

Hybrid Board Meeting

I am also proposing a second in-person Board social following the April Board meeting. The meeting can be on campus, with the option to join via Zoom, followed by lunch at FnS.

In-Camera Matter

We will go in-camera at the end of the Board meeting to discuss updates on the office and the HR Committee report on ED hiring and salaries.

2. Calendar Items

Holiday Dinner

TBD

Next Board Meeting

Sunday, January 22, at 10:00am

Fulcrum Publishing Society – Board of Directors October Finance Committee Report

Sunday, Nov. 27th, 2022 10:00 a.m.

Zoom



By: Claire Liu

The Finance Committee (the committee) members met on October 4, 2022. We had a series of items to discuss. The topics are related to the following:

1. Review of the Finance Committee's Terms of Reference

The members reviewed briefly the committee's Terms of Reference. As the circulation and exposure of the ToR prior to the meeting was limited, at the Chair's recommendation, the ToR review for the Board's approval is tabled for the next committee meeting. The goal by the next meeting is for everyone on the committee to have done a thorough review and provided comments for a constructive discussion.

2. Review of the draft F/S for fiscal year 2021/2022 for recommendation of Board approval

It became clear during the meeting that the financial statements were not in shape for the committee to move forward with the recommendation for Board approval. After further communications with the auditor, changes were made to the audit opinion and financial statements. A vote has gone out, by email, to the Board members to approve the financial statements by November 25th. A majority vote was achieved. The financial statements were approved.

Next step is for Kalki and Claire to sign the statements and the management representation letter to finalize.

The committee would like to recommend the Board to consider going out to tender for a new auditor for the upcoming fiscal year-end. Although the auditors are generally good to work with, it was clear that the quality of the draft financial statements was not sufficient to warrant approval based on a review by a knowledgeable accountant/auditor. In addition, the EIC noted that the auditors appeared to not understand FPS' business. This consideration is made especially within the context of the amount of fees being paid, which seems high for an organization the size of the Fulcrum.

The 11k UOSU outstanding balance remains as a note on the financial statements. The aim is for the EIC to get in contact with UOSU to resolve this balance.

3. Review of budget for Q1 allocation

The committee reviewed the Q1 budget against actuals. There were no concerns raised.

The committee would like to recommend the Board to repay FPS the CEBA loan this year.

4. Melanie Wood Charitable Fund

One of the committee members proposed to remove the organization requirement to donate: Melanie Wood Charitable Fund from budget. This is in the budget as stipulated by the Policy Manual (6.6b).

The committee agreed that if the Board does not want to remove the obligation for the organization to donate, then at least Melanie Wood's name should not be attached. The committee raised concerns about reputation consequences as Melanie Wood is no longer involved with the Fulcrum. In addition, removal of the name can reduce confusion over this budget item for future governance of FPS.

The committee approves this proposal, tabled for board approval at the next meeting.

5. Authorizations policy

The committee discussed the authorizations policy which would outline key approvers and approval limits for various operational activities at FPS. Early draft of the policy is located in the committee folder on Google Drive and was circulated. One of the members suggested that the policy should only encompass authorizations for key items and not be overly detailed.

The committee decided to table this policy for further discussion at the next committee meeting. The committee member who proposed the policy shall further update it prior to the next meeting.

Fulcrum Publishing Society – Board of Directors

Approval of New HR Policies

Sunday, November 27th, 2022

Zoom



By: Kalki Nagaratnam

Disciplinary Action Policy

Policy Statement

FPS will endeavour to use every opportunity to clearly communicate to all employees the expectations of the job and what will happen if these expectations are not met. Each employee has the responsibility to maintain a satisfactory level of performance and to adhere to FPS' policies and interests. In the event that performance is unsatisfactory, or an employee fails to observe FPS' policies and interests, performance improvement and possibly progressive discipline measures will be implemented as outlined in this policy.

Definitions

Progressive Discipline: An increase in severity of corrective measures to correct behaviours and to improve an individual's performance or conduct to meet expected standards.

Simple Misconduct: Work-related conduct that disregards FPS' interests. The conduct may be intentional or unintentional, and could result from, but is not limited to carelessness, indifference, or lack of effort.

Serious Misconduct: Work-related conduct that demonstrates an intentional, flagrant disregard of the FPS' interests, including but not limited to theft, fraud, intoxication, intentional serious damage to property, intentional infliction of personal injury, conduct that constitutes a criminal offence, repeated incidents after written warnings of occurrences of harassment, or unprovoked insubordination.

Procedure

Performance Improvement Process

1. Where a supervisor has identified one or more gaps in an employee's performance that is related to a lack of skills or abilities required in performing the job, the supervisor should follow the steps below promptly:
 - a. Clarify job expectations in writing, and bring unacceptable work to the attention of the employee promptly;
 - b. Develop an action plan, ensuring employee ownership;
 - c. Provide support and guidance to assist the employee and further training and instruction, as required;
 - d. Provide a reasonable timeframe for improvement;
 - e. Monitor performance relative to the plan and provide regular feedback in writing;
 - f. Include another supervisor or the HR Committee in the process to ensure the employee has access to support other than from their own supervisor;
 - g. Verbally indicate to the individual that if the problem persists outside of the designated timeframe or the desired outcome is not sustainable, progressive disciplinary measures will apply;
 - h. Maintain complete written records at all steps of the process.
2. When an employee lacks the skills or abilities to perform the job, one of the following three (3) outcomes may result:
 - a. There is improvement to the point where the employee has met the expectations outlined and requires less frequent but ongoing follow-up; or
 - b. The individual is unable to close the gaps and is transferred or demoted to a more suitable position, if such an option is available; or
 - c. The individual is unable to close the gaps and is terminated from employment, as per the Termination Policy.

Progressive Discipline Process

3. Where a supervisor has identified a situation of alleged misconduct involving an employee, they will apply disciplinary action in a manner consistent with the seriousness of the act giving rise to the discipline. The supervisor shall give due consideration to any other mitigating factors, such as the employee's discipline history and work performance, before taking disciplinary action.
4. Discipline shall be applied through four (4) progressive stages in the following manner:
 - a. *One (1) or more verbal warnings.* At this stage, the supervisor will speak to the employee, provide them with an opportunity to explain their situation, and collect all relevant facts surrounding the alleged misconduct.
 - i. If it is established that simple misconduct occurred, the supervisor will provide a verbal warning to the employee, and actively engage the employee in a constructive dialogue on steps that can be taken to improve the situation with the expectation that the behaviour will improve immediately. The supervisor will explain to the individual that if their

performance does not improve, then written warning, suspension, and termination are the next progressive steps in the process. A report should be placed in the employee's confidential file, signed by the supervisor outlining the disciplinary action taken.

- ii. If it is established that serious misconduct occurred, the supervisor will immediately inform the HR Committee and provide a detailed record of the misconduct and a written recommendation for termination or other sanctions, in accordance with the Code of Conduct Policy.
 - b. *One (1) or more written warnings.* At this stage, the supervisor should engage the employee in a constructive dialogue and help them analyze why their attempts to improve the situation were not successful. The supervisor will provide a signed written warning to the employee, convey the importance and urgency of rectifying the unsatisfactory performance, and remind them of the stages in the progressive discipline process.
 - c. *One (1) or more suspensions of increasing duration.* At this stage, the supervisor will consult the HR Committee on issuing the employee an immediate suspension with pay for up to two (2) weeks. The Board is responsible for approving suspensions due to cases involving progressive discipline on recommendation from the HR Committee.
 - d. *Termination of employment.* At this stage, following unsuccessful attempts to address existing poor performance or behaviour of the employee, the supervisor will provide the HR Committee with a record of all progressive steps taken and a written recommendation for termination of the individual's employment. The Board is responsible for approving terminations due to cases involving progressive discipline on recommendation from the HR Committee. In all cases, the HR Committee will finalize/approve the letters and facilitate the process, as per the Termination Policy.
5. The supervisor may consult the HR Committee at any stage of the discipline process. Depending upon the severity of a reoccurrence, or if it is established that serious misconduct has occurred, certain steps may be bypassed, in consultation with the HR Committee.
 6. The supervisor is responsible for maintaining complete, written records at all steps, ensuring the employee's file is kept up to date. The HR Committee is responsible for providing a report to the Board on progressive discipline cases that require a suspension or termination of employment.

Enforcement

7. The progressive discipline process outlined in this policy shall be enforced by the Editor(s)-in-Chief and Executive Director for editorial employees, and by the HR Committee for business employees.

Location of Proceedings

8. Whenever possible, all progressive discipline measures are to be carried out at the FPS' corporate headquarters.

Breach of Policy

9. Employees who fail to comply with this policy will be subject to disciplinary action, as outlined in this policy.

Termination Policy

Policy Statement

FPS recognizes that employment is based on mutual consent. Either the employee or FPS may sever the employment relationship at any time with or without cause or prior notice. This policy highlights the general procedures to be followed when either a voluntary or involuntary termination occurs.

Definitions

Probationary Employee: An employee who is participating in a probationary period as defined in their employment contract. The position could be the employee's initial appointment, or a position obtained subsequent to their initial appointment.

Procedure

Types of Voluntary Terminations

1. *Resignation.* An employee voluntarily terminates their employment by giving written notification to their supervisor (i.e., Executive Director or HR Committee). A minimum of two (2) weeks' notice should be provided unless otherwise stipulated in the employee's employment contract. More notice is appreciated to enable the FPS to recruit a suitable replacement. The supervisor must forward an employee's letter of resignation to the HR Committee immediately.

Types of Involuntary Terminations

2. *Release from Employment – "Without Cause."* Involuntary termination includes reasons due to restructuring, financial constraints, non-culpable performance issues, shortage of work, or other reasons.
3. *Release from Employment – "With Cause."* Involuntary termination for reasons related to performance or conduct. Dismissal may be immediate and supersede the progressive discipline process when warranted in circumstances such as, but not limited to, theft, dishonesty, willful misconduct, gross insubordination, conflict of interest, major breach

of policies, or where principles and regulations impacting the interests of the FPS are compromised.

4. *Termination of Probationary Employees.* Employees may be terminated during the probationary period due to unsuitability. Employees will be eligible for two (2) weeks' notice prior to termination unless otherwise indicated in their employment contract.
5. *Termination from Term Employment.* Employment for term employees will either terminate at the expiration of the term or earlier, as stipulated in their employment contract.
6. *Deemed Terminated.* An employee will no longer be employed by the FPS and will be deemed terminated if the employee fails to return to work after an unauthorized absence of five (5) consecutive working days unless a satisfactory explanation for the absence is provided and accepted by the FPS.

General Termination Procedure

7. An employee who either voluntarily or involuntarily ends employment with the FPS will be regarded as separated from the FPS and their employment terminated for all purposes.
8. The duty to preserve the confidentiality of FPS information extends beyond, and continues after the employee's employment with the FPS ends.
9. The terminated employee must immediately return to the FPS all the foregoing property including any other property which has been leased or rented by the FPS for use by the employee. The FPS retains the right to withhold a final paycheque until all outstanding assets are returned or the liability incurred for replacement costs of any such property.
10. The final paycheque and record of employment of the terminated employee will be produced in the first pay period following the termination date and include all amounts owed for termination or severance pay, such as wages earned but not yet paid up and any accrued but unpaid vacation pay.
11. The Executive Director will record the rehire status of the terminated employee in the employee's confidential personnel file. The rehire status may be required in the future should the employee be considered for re-employment with the FPS.

Dismissal Procedure

12. All involuntary terminations due to a release from employment, with or without cause, must have prior approval from the Board, in consultation with the HR Committee, through a simple majority vote, before any action is initiated.
13. Dismissal of any employees will be conducted by the President and one (1) other director of the Board.
14. The dismissed employee must receive a letter of dismissal outlining the reason for dismissal ("without cause" is considered a reason in this context), signed by the President and at least one (1) director of the Board.

15. Employees who are involuntarily terminated should not be considered for re-employment in any role with the FPS during any portion of the severance period.
16. The Board must approve any letter of recommendation for a dismissed employee sent on behalf of any employee or director of the FPS prior to it being sent.
17. If any of the procedures outlined herein conflict with the employee's contract, then the contract shall prevail.

Exit Interviews

18. Upon the departure of an employee for any reason other than involuntary termination, a confidential face-to-face or exit interview or online questionnaire may be conducted by the supervisor or the HR Committee. Exit interviews are recommended to receive feedback and suggestions based on the employee's experience with the FPS. If an exit interview is not offered, employees are encouraged to request one.
19. Summary reports will be prepared by the interviewer on feedback relative to the operation and management of the FPS and made available to the HR Committee or Board upon request.

Breach of Policy

20. Employees who fail to comply with this policy will be subject to disciplinary action, as per the Disciplinary Action Policy.