

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED  
2015-2016 AMS Board of Directors Open Session Minutes

November 26<sup>th</sup> 2015, 2015 at 6:00PM  
AMS Board Room, John Deutsch University Centre, Kingston, Ontario

**ITEM 1: CALL TO ORDER**

The November 26<sup>th</sup> 2015 meeting of the AMS Board of Directors was called to order at 6:17pm.

**ITEM 2: ROLL CALL OF MEMBERS**

Present:

A. Aguilar, Student Director  
M. Blair, Chair  
K. Chinniah, President  
A. Dungca, Student Director  
E. Fuller, Media Services Director  
G. Giannopoulos, Student Director  
Q. Giordano, Vice-Chair  
S. Harper, Hospitality & Safety Director  
N. Kalergis, Corporate Secretary  
D. McConomy, Community Director  
E. McElroy, Student Director  
L. Parry, General Manager  
K. Beaudry, Vice-President (Operations)  
S. Letersky, Vice-President (University Affairs)

Regrets:

D. Coderre, Community Director  
M. Lindsay, Community Director

**ITEM 3: APPROVAL OF AGENDA**

*BE IT RESOLVED THAT the agenda of the November 26<sup>th</sup> 2015 meeting in open session of the board of directors of AMS Inc. is adopted, as presented.*

**Moved:** E. McElroy

**Seconded:** Q. Giordano

- Add Fall Hiring Period Discussion topic: suggested elimination of fall hiring for first year students (K. Beaudry)

**Motion carried.**

**ITEM 4: APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

*BE IT RESOLVED THAT the minutes of the October 29, 2015 open session meeting of AMS Inc. are adopted, as presented.*

**Moved:** Q. Giordano

**Seconded:** E. McElroy

- Page 12: BIRT that KPMG is appointed. Should be “recommends the appointment of KPMG” (D. McConomy)
- If possible, use regrets in addition to absent. (K. Chinniah)
- Says Caroline. Should be Carolyn. (S. Letersky)

**Motion carried.**

**ITEM 5: REPORTS**

**ITEM 5.1: CHAIR OF THE BOARD**

No comments or questions.

**ITEM 5.2: PRESIDENT**

No comments or questions.

**ITEM 5.3: VICE-PRESIDENT (OPERATIONS)**

No comments or questions.

**ITEM 5.4: VICE-PRESIDENT (UNIVERSITY AFFAIRS)**

- Regarding fall referendum; how do you think students are responding to the AMS image? (A. Dungca)
  - o A regrettable circumstance but the elections team has worked hard to move it forward in the Spring. Hoping to ride on the excitement of other elections. (S. Letersky)
  - o Also have been an introduction of office hours with the CIA. Very few clubs offered questions at the assembly so made to air issues one-on-one than in public (K. Beaudry)
  - o On response – did regard negative response when the first Journal article came out. But when the second Journal article came out, most of the responses have been mainly positive. (K. Chinniah)

**ITEM 5.5: RETAIL SERVICES DIRECTOR**

- I’ll be submitting these reports for the remainder of the semester. (K. Beaudry)

ITEM 5.6: MEDIA SERVICES DIRECTOR

- Financials: see them presented for each responsibility. I don't understand them. Total revenues 140 total expenses 144, deficit 20. I don't know where (D. McConomy)
  - o The expenses are before the add in cost. It's for after the allocation. (E. Fuller)
  - o I think we should make that clear. Not sure if that's what happened for retail services. Personally I would see the bottom line. I think we should be consistent across the board. (D. McConomy)
  - o Both the hospitality and media is both that way, that's probably me doing the retail one for the first time. Would like to see it all the way through the bottom including allocated expenses. (K. Beaudry)
- How's the Journal advertising revenue going? (A. Dungca)
  - o Web advertising compared to last year is significantly better. Meeting with IT tomorrow to see what we can do to make it easier to get ads up. (E. Fuller)

ITEM 5.7: HOSPITALITY & SAFETY SERVICES

- Can you give some idea of comparing the Underground's number now to when Alfie's operated? (A. Aguilar)
  - o I can look into that. (S. Harper)
  - o I know the last year it was Alfie's, it was around \$100,000 in revenue in the first semester and then experienced a drop. This year we are targeting around 80,000. We're getting close. Last year was 60, the year before was 35-40. (K. Beaudry)
  - o One thing John said to the finance committee – less people here are remembering that it used to be Alfie's, which is helping the Underground. (D. McConomy)
  - o Marketing aspect of TAPS has been amazing.
  - o Format of the report is much more acceptable now. (M. Blair)
  - o We are going to include a summary part for each one. (K. Beaudry)

ITEM 5.8: GENERAL MANAGER

No comments or questions.

ITEM 6: HIRING & APPOINTMENTS POLICY CHANGES SECTION 9

*WHEREAS the Board of Directors has exclusive jurisdiction over Sections 8,9, 16, 26 of the AMS Hiring & Appointments Policy and Procedures Manual and amendments are subject to Board approval*

*THEREFORE BE IT RESOLVED THAT the Board of Directors approve the amendments to Section 9 of the Hiring and Appointments Policy and Procedures as presented.*

**Moved:** President Chinniah

**Seconded:** VP Beaudry

**Motion carried.**

## **ITEM 7: HIRING & APPOINTMENTS POLICY CHANGES SECTION 6**

*WHEREAS all other sections of the AMS Hiring & Appointments Policy and Procedures Manual and amendments are subject to Board and Assembly approval*

*THEREFORE BE IT RESOLVED that the Board of Directors approve the amendments to Section 6 of the Hiring and Appointments Policy and Procedures, subject to confirmation by AMS Assembly, as presented.*

**Moved:** President Chinniah

**Seconded:** VP Beaudry

- Decided to abolish the use of proposals for the hiring across the AMS. Basically have set questions. We wanted incoming executive to be choosing those questions, but leaves only four days between the election of the executive and hiring of council. To ensure everything applicant answers each question up to one page each. Getting rid of proposal because from our focus group, the barrier to applying is the fact you need to make a proposal. Couple of equity issues with that as well. Heard from assistant managers that they are not that valuable in the job. John agrees with that assessment. Benefit of this we can test the thought-process without making it too onerous. A broader thought process and a broader vision as oppose to technical knowledge. Proposal not necessarily useful. (K. Chinniah)
- Recognize the importance of keeping the questions broad. If I was an applicant, I may interpret these questions to make a proposal for the job. Why should we even have these questions at all? Should they be more behavioral? (A. Aguilar)
  - o We want something written because there is some thought-process we can use. Also some people don't perform well in the interviews. With the equity policies that we have, it's hard to actually draw that out during the interview. Also interviews are hard to remember. (K. Chinniah)
- If you incorporate the questions into the policy, you will have to redo the policy. If you make a statement saying there will be questions proposed to all the applicants, you don't have to change the policy. We keep changing these policies on a regular basis and you don't know which policy is what. Making a statement that there will be three questions relating to the nature of the job, it should work. (D. McConomy)
  - o The reason we decided to set questions was because we didn't want people with certain motivations to set questions that wouldn't push applicants in one way or the other. We don't want to set questions on the worldview of the applicants for next year. (K. Chinniah)
- Aren't there bias on everything question we ever ask? We need to trust future executives to set the questions without future bias. Doesn't make much sense that we are setting the questions now. On the other hand, I think the three of you have the best idea for the kind of people we are looking for in the next year. As time goes on, we are going to be looking for different types of people (D. McConomy)
- Could we write something in policy to give the questions some leeway? As in the questions can be asked in a different way with the same objectives (Q. Giordano)

- The executive has their right to add their bias when asking questions. From the Board perspective, we need to ensure these questions are reasonable. Would you be able to bring something back with more objectives that each question should achieve and subject to an annual creation? (M. Blair)
- Only hesitation is that we don't want. Executives have different priorities. I don't want a situation that an executive pushes some sort of bias in their question. (K. Chinniah)
- We can connect this to the HR in some way. (S. Letersky)
- Is there a particular bias we are trying to keep out? (Q. Giordano)
  - We have enough to work on. (K. Chinniah)
- Any questions on how the motion reads? (M. Blair)
- We'll table it. We need it done by next week to get Assembly to vote on it. We can vote on it via email. (K. Chinniah)

All in favour for tabling the motion?

**Motion carried.**

### **ITEM 8: FALL PERIOD HIRING DISCUSSION**

- A few years there have been an increasing amount of stress on head managers and management teams. AMS has policy to reserve a minimum of 15% on the staff roster for first years, exchange students, and anyone who wasn't around in the winter. Two exceptions: StuCons and Tricolour because it has a short staff and September is busy. It is getting to a point where it is hurting the management team more negatively than there is a benefit.
  - Reason #1: Customer service based. If the attention is drawn away to hire and train new hires, detrimental to customer service aspect.
  - Reason #2: No secret that actual application numbers have been decreasing over the past few years. Less interest in managers wanting to do this job. Quite a bit of demand placed on them. Furthering the burden placed on them, have spoken to us that it is hurting their ability to perform. Need to have a somewhat serious discussion on cost vs. benefit. A case can be made that it's not even the best thing for first year students coming in late to the game. Example: CoGro joining a team of over 100 people. Other staff has already gone through training. Even argue that it is a sub-ideal introduction into the AMS corporate services to begin with. It is one of those topics is from what side of the AMS you are coming from. Is the cost too much?
- Are there opportunities for first year students to get a job for the winter semester? (D. McConomy)
  - No. In the spring of the winter semester, they are applying for the following year. (K. Chinniah)
- Personally I would say we are doing the first year students a favour by not allowing them to have a job. In my view, that's the single most difficult semester any student will go through. If they had the opportunity to fill spots starting January to work the winter semester (hiring process end of November), it would give them the opportunity. At least by that point, they

will be well-settled into the university and be in a better position to work. One comment I would have on the whole process. (D. McConomy)

- Two concerns:
  - o Start with student experience; they see the AMS at frosh week. First semester is crucial for them to understand the service. If you took the opportunity away from students, you must make sure there is still experience for them. (G. Giannopoulos)
  - o Second concern on financial accessibility for students. When you are employed by students, they understand student concerns (i.e. essay to do). Will take it much better than a manager elsewhere. Much better to work for an AMS service than any other service. (G. Giannopoulos)
- I've never been a service staff, but if it's financial accessibility, they will be working down. Some services, you don't have many hours anyways. Argument could be made that the service opportunity gives you other opportunities other than financial. Don't know if it should weight as high up. (K. Beaudry)
- Also talking about exchange students and work study. (S. Letersky)
- Is there some way that working not that many hours might not be about the money but about the experience. They might not be able to work somewhere else without that experience. If we take that away, are we putting second years at a disadvantage. (Q. Giordano)
- In terms of work-study opportunities for first year, if the AMS job does not come unavailable, does it impact the student's ability to find another opportunity on campus? What percentage is AMS services of campus jobs? (A. Agiular)
  - o Not a significant portion of total work study. AMS positions are not guaranteed work-study. It's quite low the number of work study students. (K. Chinniah)
  - o Students would apply for work-study when they apply for the school. (S. Letersky)
- Question – is the AMS unique amongst departments in the university that our service jobs are well-adapted to first years vs. jobs in the library. (A. Aguilar)
  - o There are specific work-study jobs for first year students. A lot is hired on a rolling basis. They are expanding work-study jobs. (K. Chinniah)
- Do you know how many people are hired in the fall period?
  - o 15% of each service. About around 60 people. (K. Beaudry)
- I agree with comments made but if we're looking at it, everyone can identify its recruitment and getting people into this job. And it's not about the service staff. But if we go up to salaried position, virtually no one wants the positions. Those are the positions that are driving the positions forward. That's where the problem is. Need to hire managers who are in it for the right reasons (K. Beaudry)
- Or our managers are burning out. That's an issue. We have a real problem come February and March. A lot of problems in transition are because people are burned out and walking away. Part of that is this kind of pressure. (D. McConomy)
- Getting rid of the fall hiring positions will help get managers because it's less onerous. Will attract more people to do those jobs? (M. Blair)
  - o Yes (K. Beaudry)
- We could probably do a really fast survey for the people in those positions and key in on what people are most concerned about (ie. Why are you doing this, are you happy? Is it a nice transition? Did you apply because of financial concerns?) (L. Parry)

- This would be much more palpable if the first year internship program was more seriously looked at. I think I would be more supportive if the first year internship program was more serious. (A. Aguilar)
- If one of the resignations is on exchange students looking for opportunities, is there a way to accommodate people? We have phones and Skype. If that's one of those reservations, easily to change in March. (E. McElroy)
- One other thing we brought up – is this an all or nothing thing? Can some services maintain this? Maybe we don't have to restrict them from all. (K. Beaudry)
- Find out from the managers. (D. McConomy)

**ITEM 9: ADJOURNMENT**

Motion to adjourn.

**Moved:** E. McElroy

**Seconded:** Q. Giordano

**Motion carried.**

Meeting adjourned at 7:42pm.

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