



## **EMERGENCY LEADERSHIP PLAN**

**Office Manager**

## **The Ontario Association of Agricultural Societies EMERGENCY LEADERSHIP PLAN**

### **1. Approval and Maintenance of Records**

#### **1.1 Purpose:**

The Board of Directors of the **Ontario Association of Agricultural Societies (OAAS)** has developed this Emergency Leadership Plan to be implemented in the event of an unforeseen absence of its Office Manager.

Copies of the Emergency Leadership Plan are in place and will be held by the:

- President, Ontario Association of Agricultural Societies
- Chair, Governance Committee, Ontario Association of Agricultural Societies
- Office Manager, Ontario Association of Agricultural Societies

Primary responsibility for the collection of data and ongoing maintenance of the document rests with the Governance Committee who will work with the Office Manager as necessary. This committee will review the Emergency Leadership Plan annually, and report to the Board of Directors.

### **2. Definitions**

#### **2.1 Terms/ Time frame of the Plan:**

This Emergency Leadership Plan has been developed in the event of an absence of the Office Manager for a period of:

Short-Term Absence: A temporary, unexpected, short term absence of three months or less due to accident, injury, illness or family leave.

Long Term Absence: A temporary, unexpected, long term absence of 4 to 12 months due to accident, injury, illness or family leave.

Permanent Absence: An immediate, permanent absence due to immediate resignation, termination or sudden death.

### **3. Lines of Authority**

#### **3.1 Appointment of the Acting Office Manager**

In the event of an unplanned absence of the Office Manager the Board President will be immediately notified of the absence. The President shall inform the Executive Committee, Board of Directors and staff of the Ontario Association of Agricultural Societies of the nature of the absence as soon as possible/ convenient.

In the event of an unplanned short term absence or long term absence of the Office Manager, the Board of Directors of the Ontario Association of Agricultural Societies authorizes the Board President, by Board motion, to implement the terms of this Emergency Leadership Plan. The President shall convene a meeting of the Executive Committee as soon as possible to implement the procedures as follows:

During planned absences by the Office Manager of one month to three months:

- A. The OAAS Board will appoint an ad-hoc committee (Acting Office Manager Committee) for all day-to-day operations of the Organization.
- B. The ad-hoc committee will be empowered to deal with any situations arising during the Office Manager's absence which materially impact on the ENDS of the organization.

**3.1.2** In the event of a permanent absence (by retirement, death, resignation, or removal from office) of the Office Manager, the Board of Directors of the Ontario Association of Agricultural Societies authorizes the Board President, by Board motion, to implement the terms of this Emergency Leadership Plan. The President shall convene a special meeting of the Board as soon as possible to implement the procedures as follows:

Upon approval of the Board the Executive Committee will then initiate the replacement process as follows:

- A. Establishment of qualifications and selection criteria.
- B. Review of contractual parameters.
- C. Set up an interviewing/selection process.
- D. Advertise the position.
- E. Determine the successful candidate.
- F. Negotiate terms and conditions of contract.

### **3.2 Authority and Restrictions of the Acting Office Manager Committee**

The ad-hoc committee appointed will have the same authority for decision-making and independent actions as the permanent Office Manager.

The Board President will act as the official OAAS spokesperson in the absence of the Office Manager.

- The Board President, in consultation with the ad-hoc committee, will be empowered to deal with any situations arising during the Office Manager's absence which materially impact on the ENDS of the organization.

### **3.3 Oversight, Orientation and Support of the Acting Office Manager Committee**

The Board of Directors of the Ontario Association of Agricultural Societies will have the responsibility for monitoring the work of the ad-hoc committee, providing orientation in the new role and for being alert to any special support needs that may arise in this temporary leadership role.

Specific orientation will take place as soon as possible upon the naming of the Acting Office Manager Committee and will be done by the:

- President
- Executive Committee

The Board of Directors will provide ongoing support to the ad-hoc committee through the Board President and Executive Committee. The Board President and Executive Committee will meet regularly as required with the ad-hoc committee to provide support as needed.

### **3.4 Duties of the Acting Office Manager Committee**

The Acting Office Manager Committee's functional responsibilities include the following areas:

- Administration
- Communications and Record Keeping
- Finances and Bookkeeping
- Other Duties deemed by Board

## **4. Human Resource Issues**

### **4.1 Compensation for the Acting Office Manager Committee**

Compensation for the ad-hoc committee will be negotiated between the HR Committee with Board approval and the individuals being considered for the ad-hoc committee positions.

## 5. Stakeholder Management

### 5.1 Internal Communication Plan

The Board President will notify the Executive Committee, Board of Directors and staff of the Ontario Association of Agricultural Societies of the delegation of authority to the Acting Office Manager Committee as follows:

Notification (Type)	What will be shared? (Why)	From Whom/ To whom?
Notification of Absence	-Absence -Timing (when and for how long) -Reason if appropriate	President to the Board and staff of the OAAS
Announcement of Acting Office Manager Committee	-Who -From where -Timing (start date and for how long) -Rationale if appropriate	President to the Board and staff of the OAAS
Addition of, or change in salary information	-Addition to salary schedule/ change in salary -Timing (start date and for how long)	President to the Office Manager Committee
Notification of changes to organization authorizations (cheque signing authority, etc.)	Changes in organization authorizations	ad-hoc committee to contact appropriate institutions, agencies and funders

### 5.2 External Communication Plan

As soon as possible after the transition, the Board President and ad-hoc committee will notify the following external stakeholders of the temporary change in leadership and delegation of authority to the ad-hoc committee as follows:

Notification (Type)	What will be shared? (Why)	From Whom/ To whom?
Notification of change in leadership and delegation of authority to the ad-hoc committee	-Acting Office Manager Committee, Introduction; -Timing (start date and for how long);	President and Acting Office Manager Committee to key funding stakeholders including: <ul style="list-style-type: none"> <li>• OMAFRA/ other Ministries as necessary</li> <li>• OAAS Members</li> </ul>
Notification of change in leadership	-ad-hoc committee introduction; -Timing (start date and for how long);	ad-hoc committee and office staff to key service providers including: <ul style="list-style-type: none"> <li>• Auditors</li> <li>• Website service providers</li> <li>• Computer service providers</li> <li>• Banking</li> </ul>

## 6. Operational Issues

### 6.1 Daily Operations

It is not anticipated that the organization's services or programs will need to be temporarily reduced or restricted due to a short term, long term or permanent absence of the Office Manager.

### 6.2 Emergency Information and Contact Inventory

#### 6.21 Nonprofit/ Charitable Status/ Organization Information/ Location

- Bylaws – Current, updated document is located
- Board Policies and Procedures – Current, updated document is located
- Minute Book – Meeting minutes are located on the
- Corporate Seal –
- Organization Strategic Plan – Current, updated document is located
- OAAS Crisis Communications Plan – Current, updated document is located

#### 6.22 Chartered Accountant

#### 6.23 Banking Institution

**6.24 Investments****6.25 Payroll Service Provider****6.26 Financial Information Location**

- Employer/ Business Number –
- Budget – Current organization budget is located
- Financial Statements – Current and audited Financial Statements are located on
- Blank Cheques -
- Computer Passwords -
- Donor Records-
- Employee Records -
- Suppliers/ Providers -
- Organization Credit Cards -

**6.27 Other Agreements In Place****6.28 Legal Counsel****6.29 Internet Service Provider (ISP)****6.32 Website Host****6.33 Domain Name Registration****6.34 Computer Service (Information Technology) Provider****6.35 Office Facilities Information****6.36 Insurance Information****6.361 General Liability/ Commercial****6.362 Directors and Officers Liability****6.363 Health/ Dental/ Life Insurance****6.364 Disability (short-term/ long-term)**

**7. Completion and Approval**

The development of this Emergency Leadership Plan was undertaken by the Governance Committee of the OAAS and then reviewed and adopted by resolution of the Board of Directors of the Ontario Association of Agricultural Societies.

Dated at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
President, OAAS

\_\_\_\_\_

\_\_\_\_\_  
Chair, Governance Committee

\_\_\_\_\_  
Office Manager

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**EMERGENCY LEADERSHIP PLAN NOTES:**

1. Adopted by Resolution of the Board of Directors –



## SCHEDULE #1

### OFFICE MANAGER JOB DESCRIPTION

January 2018

#### 1. Duties, Responsibilities

Your duties and responsibilities are outlined as follows, but are not limited to the following:

- i. Administration
  - Maintain the Head Office and official documents of the OAAS
  - Attend meetings of the Executive Committee and Board of Directors as required
  - Oversee arrangements for locations, rooms, meals, etc. for Executive and Board meetings
  - Ensure proper notification of all meetings as per OAAS policies and procedures
  - Ensure preparation and circulation of agendas and meeting materials in consultation with President
  - Record, prepare and distribute minutes, including action sheets, as per OAAS policies and procedures
  - Assist the Convention Administrator as directed
  
- ii. Communication and Record Keeping
  - Manage all correspondence, inquires and request from member associations in a responsible, efficient and timely manner
  - Advise President and Executive of all issues, and concerns as they become known
  - Inform President and Executive of all pertinent correspondence and inquires
  - Develop and maintain accurate databases of directors, associate directors, service members, member Agricultural Societies, etc.
  - Prepare Gazette – 3 times/year – April, August and December
  - Oversee OAAS Website and ensure it is kept current and up-to-date
  - Manager, and distribute all OAAS certificates, Judging Standard Books and promotional material as needed
  
- iii. Finance and Bookkeeping
  - Responsible for all accounting and bookkeeping of the Association
  - Maintain accurate and up-date-date list of accounts receivable, accounts payable, and all disbursements
  - Prepare draft annual budget in collaboration with Finance Committee and submit for approval of the Board at Fall Meeting

- Assist Board of Directors in achieving its financial objectives through preparation of annual budget, scheduling expenditures, analyzing variances and initiating corrective action when necessary.
  - Complete and file corporate income tax form(s) and HST return(s) with Revenue Canada annually
  - Undertake and provide detailed bank reconciliation monthly
  - Provide written Office Manager Report at all Finance, Executive and Board meetings.
  - Ensure audited year-end statements are available for publication in annual report
  - Work closely with accounting firm doing OAAS annual financial review
- iv. Other duties and deemed necessary by the Executive and Board from time to time