



Finance Policies & Procedures

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FINANCE POLICIES

General

- 1.0** To ensure protection from fraud and error, to protect assets of the organization, and to increase efficiency, Saitsa's financial duties shall be distributed among multiple employees.
- 2.0** Saitsa shall maintain sufficient third-party insurance to adequately protect itself from any occurrence of property damage, injuries, or other liabilities. The coverage shall be reviewed annually by the Director of Business and Development and Executive Director.
- 3.0** All Saitsa revenue will be recorded in accordance with Accounting Standards for Non-Profit Organizations (ASNPO). Saitsa shall utilize the accrual basis of accounting.
- 4.0** Saitsa's Accounting Department shall keep all finance-related documents for one (1) year in a secure location. After this time, the documents shall be archived in a secure location for seven (7) years and then destroyed.
- 5.0** Each Saitsa bank account shall be allocated a single general ledger account.
- 6.0** Passwords for ATM's shall be changed a minimum of every twelve months and immediately following the departure of an employee with access to ATM's and ATM passwords.
- 7.0** Saitsa shall perform and accurately record inventory on a regular basis.
- 8.0** Corporate purchasing cards are for business purchases only; all authorized Saitsa employees and Executives must sign and adhere to the Employee Purchase Card Agreement.
- 9.0** Per-diems shall be provided to Saitsa staff and Executives to cover reasonable anticipated expenses related to approved business activity.
- 10.0** Saitsa shall permit employees to solicit personal business items within Saitsa operations in efforts to support staff entrepreneurship. Employees may sell their items in Saitsa operations once attaining proper approval and signing a contractual agreement. Employees cannot solicit on work time.

Budgeting, Reporting & Compliance

- 11.0** Saitsa shall follow a thorough annual budgeting process. The annual budget shall not be considered final until it is approved by the Board of Directors.
- 12.0** Budget spending shall be reviewed by the Board of Directors on a quarterly basis.

- 13.0** Saitsa shall prepare monthly financial statements within 30 business days following the month-end.
- 14.0** Saitsa shall prepare annual audited financial statements within six (6) months following fiscal year-end.
- 15.0** The Executive Director will ensure a process is in place to file all required taxes and statutory remittances on an as-needed basis and is to carry out all other actions required for full and complete compliance with CRA requirements.

Investments & Funds

- 16.0** Investment income earned shall be reinvested within the fund through which it was earned.
- 17.0** Allocation of Saitsa membership revenue shall be approved by the Board of Directors.
- 18.0** Allocation of Saitsa Health and Dental revenue shall be restricted for Health and Dental insurance expenses.
- 19.0** The Board of Directors must approve the opening or closing of any bank or investment account for Saitsa. All bank and investment accounts must be opened under the name 'SAIT Students' Association'.
- 20.0** Saitsa shall collect and allocate money to the Restricted Students' Association Building & Maintenance Fund for the building and maintenance of a Students' Association building.
- 21.0** Unless otherwise authorized by the Board, a minimum balance of \$25,000 shall remain in the Capital Asset Fund bank account. Saitsa shall maintain a Capital Asset Fund for financing renovations, purchases and leasehold improvements as deemed necessary by the appropriate authority.

Payroll & Honoraria

- 22.0** Saitsa shall administer salaries, wages and deductions consistent with Alberta Labour Law standards and Saitsa's Human Resources Policies and Procedures.
- 23.0** Adjustments to Board of Directors honoraria cannot exceed an increase of 25% within a current Board term. Any changes to honoraria shall be implemented in the following Board's term.
- 24.0** Saitsa shall pay honoraria to applicable individuals in appreciation of their time and commitment, in accordance with the approved annual budget.

Contracts, Agreements & Donations

- 25.0** Saitsa shall acquire property and services following an open tender process, competitive bidding process or through single sourcing. Saitsa reserves the right to reject any or all bids if the terms do not meet the needs and values of Saitsa.
- 26.0** Saitsa shall ensure that sponsorships and donor-relations are negotiated in good faith and managed on behalf of the interests of the Association. Saitsa shall not compromise the Mission, Vision and Values of the Association for the objective of obtaining a financial return.

- 27.0** Saitsa shall only donate to charitable or not-for-profit organizations and causes that supports Saitsa's Mission and Vision.
- 28.0** Any contract is not to exceed five (5) years in length, unless authorized by the Board of Directors.

REVENUE/ACCOUNTS RECEIVABLE - PROCEDURES

1.0 Deposits

General

- 1.1 Cheques shall be received by the Accounting Department, entered and deposited accordingly.
- 1.2 To request a client/customer invoice, Department Managers must submit the following information to the Accounting Department:
 - a) Name of organization
 - b) Contact name
 - c) Address of the receiver
 - d) Accounting & Department code
 - e) A list or description of the goods/services supplied
 - f) The amount of the goods/services.
- 1.3 Once the invoice request has been received, the Accounting Department shall prepare and mail invoices to the client/customer. The Accounting Department shall make a copy of the invoice and store both the original and a copy within the filing system.
- 1.4 Revenue received in the form of a cheque, in which there is a discrepancy from the original invoice, the Accounting Department shall consult with the appropriate manager or representative to determine the cause of discrepancy.

Deposit Process – Cash, Floats, Safes

- 1.5 Designated deposit personnel include the following:
 - 1.5.1 Manager of Assets & Payroll (or designate): Gateway, Operations and Resource Centre deposits.
 - 1.5.2 Manager of Student Experience (or designate): Clubs deposits
 - 1.5.3 Bookkeeper (or designate): Accounting Department deposits, which includes those deposits not indicated in (a) or (b).
- 1.6 Once cash is verified and floats are restored to regular levels, deposits shall be prepared and securely stored by designated employees in each operation. The department manager (or designate) must sign all deposit forms.
- 1.7 Deposits shall be securely stored in a locked safe until retrieved by designated deposit personnel.
- 1.8 Designated deposit personnel shall verify that the deposit amount matches the deposit form.
- 1.9 Any overages/shortages of \$50 or more shall be reported and investigated by the appropriate manager, with the cause being determined and noted.

- 1.10 Deposit personnel shall secure the deposits in a safe until the monies are deposited in the bank.
- 1.11 Designated deposit personnel shall take the deposit(s) to the bank within a maximum of five (5) business days of receipt. All deposits must be made with at least two (2) employees present.
- 1.12 Upon deposit, a deposit slip shall be collected and retained for submission to the Accounting Department. The Accounting Department shall receive the deposit slips and reconcile the account.
- 1.13 Deposit slips shall be numbered and tracked on a revenue sheet from the corresponding department and stored appropriately in the filing system.
- 1.14 At the end of the month, the Accounting Department shall reconcile Saitsa bank accounts with total revenue for the month.

2.0 Outstanding Accounts Process

- 2.1 After 30 days from an invoice date, the Accounting Department shall call the organization to inform them that payment is past due and to inquire about when payment can be expected.
- 2.2 After 45 to 60 days from an invoice date, the Accounting Department shall call the organization to inform them that all further advertising/sales/services will be withheld until payment is received, as well as mail a formal letter stating the above, with a copy of the invoice attached
- 2.3 After 90 days from an invoice date, outstanding invoices are to be discussed with the Executive Director to determine next course of action.
- 2.4 The Bookkeeper shall maintain an updated list of all outstanding accounts receivable.

3.0 Cash Handling

- 3.1 Saitsa funds shall remain within a secure system at all times, the transfer of cash is to be done in a secure manner with a minimum of two Saitsa staff. The securing of Saitsa monies outside of a Saitsa operation/safe/etc. is strictly prohibited.

EXPENSE/ACCOUNTS PAYABLE - PROCEDURES

4.0 Signing Authority

- 4.1 Cheques issued from any registered-Saitsa bank account require two (2) signatures from authorized signing officers.
- 4.2 For authorized signing details, refer to Section 17.10 of the Saitsa bylaws.
- 4.3 Signing officers may not sign a cheque made payable to themselves or in circumstances where there is a real or perceived conflict of interest.

5.0 Invoice Request, Approval & Payments Process

- 5.1 Upon receipt, the Bookkeeper shall submit the invoice to the appropriate Department Manager for coding.
- 5.2 Coding is, at minimum, to include the following: department and accounting code, brief explanation of item or purchase, and initials or signature.
- 5.3 Coded invoices are to be submitted to the Accounting Department for payment within five (5) business days of receipt.
- 5.4 Payment shall be made within 30 days upon receipt.
- 5.5 Multiple invoices may be paid with a single cheque, however payment should not be held if it will result in late payment charges.
- 5.6 Weekly cheque-runs shall be scheduled and organized by the Bookkeeper.
- 5.7 For purchases incurred in Saitsa operations, authorized staff who opt for an internal transfer over direct payment must code and sign the receipt at the time the purchase is made (i.e. food for a staff meeting). Receipts are then transferred to revenue sheets and submitted to the Accounting Department for recording in the GL and allocated accordingly.

6.0 Cheque Requests

- 6.1 Full-time Saitsa employees and Executives may submit a Cheque Request Form to the Accounting Department.
- 6.2 Cheque Requests must include the following information:
 - a) Supporting documentation (i.e. receipt or purchase order)
 - b) Accounting and department codes.
 - c) Signature of employee requesting cheque
 - d) Signature of department manager and/or Executive Director in the case of Executive. Or signature of the President in the case of the Executive Director
- 6.3 Cheque Requests must be submitted to the Assistant Bookkeeper or designate.
- 6.4 The Bookkeeper shall ensure that all cheques are signed in a timely manner in accordance with Saitsa signing authority.
- 6.5 Signed cheques must be submitted to the Accounting Department immediately or held in a secure manner until the Accounting Department is available for receipt.
- 6.6 For personal reimbursement, staff and Executives must submit a Cheque Request Form, in addition to any receipts. The submission must also include a clear explanation of the expense, which outlines the business and names of individuals and/or groups involved.

Cheque Issuance

- 6.1 The Bookkeeper shall oversee the cheque issuance process.
- 6.2 The Assistant Bookkeeper is responsible for the issuance of cheques through the General Fund on a weekly basis (or as often as possible).

- 6.3 The Bookkeeper is to verify the availability of funds and approve the payment listings for each cheque run.
- 6.4 Cheques shall be distributed by the Accounting Department either through employee mailboxes or by mail to the address on file.
- 6.5 All expense records shall be stored by the Accounting Department in a secure filing system.
- 6.6 All cheques that are not cashed within six (6) months of being distributed will be considered stale-dated and declared void.

7.0 Foreign Currencies

- 7.1 If the company has foreign suppliers operating in foreign currencies, purchasing arrangements and contracts must normally be made in Canadian dollars. In cases where the Accounting Department believes that a significant advantage can be obtained by paying in foreign currency the arrangement must be authorized in advance by the Executive Director.
- 7.2 All accounting entries will be in Canadian dollars, with gains or losses related to foreign currency exchange accounted for separately.

8.0 Discretionary Funds

- 8.1 Department Managers shall ensure that discretionary funds are used for suitable purchases. Suitable purchases for discretionary funds include, but are not limited to: expenses incurred through networking, meetings, etc.
- 8.2 Discretionary funds cannot be used for personal expenses.
- 8.3 Discretionary expenses shall be paid through either Saitsa corporate purchasing cards or direct invoicing within Saitsa operations.
- 8.4 Any discretionary expenses deemed personal, or those that exceed an Executive or staff's annual discretionary fund, shall result in payroll deduction and appropriate disciplinary action.
- 8.5 Discretionary fund use may be revoked in the case of misuse. In the case of misuse by the Executive Director or Executive Council, the Board Chair may revoke privileges; in the case of misuse by staff the Executive Director may revoke privileges.

9.0 Special Project Funds

- 9.1 Special Project Funds shall be used for purposes that work to achieve and support Saitsa's Mission and Vision, and shall be used to benefit SAIT students and/or the wider community.
- 9.2 Special projects may include, but are not limited to the following:
 - a) An organized Saitsa event or initiative.
 - b) Donations to charity organizations or fundraisers.
- 9.3 Special projects may not be used for personal expenses.

10.0 Capital Assets

Request and Approval

- 10.1 The Executive Director is to forecast capital assets purchases for the upcoming budgeting cycle to align with Saitsa student-fees percentage allocation.
- 10.2 Capital Asset Request Forms are required for all capital asset purchase requests. Capital Asset Request Forms may be submitted by a Department Manager, or designate, for consideration by the appropriate body. Capital Asset Requests should be made a minimum of (2) weeks in advance of purchase to allow for processing time.
- 10.3 Upon approval, the recording secretary must inform the appropriate Department Manager, Bookkeeper and Manager of Assets & Payroll of the approval and any relevant information pertaining to the request approval.
- 10.4 If denied, the recording secretary must provide the requesting department manager with a written explanation outlining any reasoning for the denial and any changes that were suggested for future approval.

Capital Asset Purchases Authorization

- 10.5 Any capital asset purchases less than \$1,000 shall be authorized by the Executive Director.
- 10.6 Any capital asset purchases greater than \$1,000 and less than \$50,000 shall be authorized by the Executive Council.
- 10.7 Any capital asset purchases greater than \$50,000 and less than \$100,000, shall be reviewed by the Executive Director, or designate, and authorized by the Board of Directors.
- 10.8 Any capital asset purchases greater than \$100,000 requires a Request for Proposals (RFP) process to be conducted. The recommendation by the RFP Evaluation Committee shall be presented to the Board of Directors for approval.
- 10.9 Any capital asset purchases greater than \$1,000,000 requires a Business Case to be conducted. The business case shall be presented by the Executive Director, or designate, and reviewed and approved by the Board of Directors.
- 10.10 Any capital asset purchases that may materially affect the direction of the finances of Saitsa shall be reviewed and authorized by the Board of Directors, this includes but is not limited to:
 - a) Acquisitions, or the purchase of a business.
 - b) Divestitures, or the sale of part of the Association.
 - c) Any capital asset purchases out of the ordinary course of business.
- 10.11 In the case of an urgently required asset:
 - a) Less than \$10,000 shall be approved by the Executive Director and the Executive Council shall be notified immediately;
 - b) Greater than \$10,000 shall be approved by the Executive Council, and the Board of Directors shall be notified immediately.

Depreciation of Capital Assets

- 10.12 The Executive Director and President, in consultation with the Manager of Assets & Payroll, Controller, Bookkeeper and appropriate department manager, may determine if a capital asset is no longer required or has reached the end of its economic life. The capital asset may be transferred to another Saitsa department, sold, or disposed of. The method of removal shall be determined based off the action which shall maximize the most benefits to Saitsa.
- 10.13 Any proceeds generated from the sale of a capital asset must be returned to the Capital Asset Fund.
- 10.14 The Manager of Assets & Payroll shall maintain a complete inventory of all capital assets. This inventory shall be reconciled once per year, updating any new or disposed assets to the GL.
- 10.15 Capital assets are considered fully depreciated as per the straight method. The assets are depreciated as follows:
 - a) Computer equipment: over two (2) years
 - b) Electronics and food equipment: over four (4) years
 - c) Furniture and equipment 7 years
 - d) Leasehold Improvement 14 years
- 10.16 On an annual basis, Executive Director and Controller will review the above depreciation rates to assess the useful lives of Saitsa's fully amortized assets to ensure the amortization rate is appropriate.
- 10.17 The cost of contributed tangible assets will be determined using the fair value at the date of contribution plus all costs directly attributable to its acquisition.
- 10.18 Amortization of tangible capital assets will be determined as the greater of:
 - a) Cost less residual value over the useful life of the asset.
 - b) Cost less salvage value over the life of the asset.
- 10.19 The cost of a tangible capital asset made up of significant separable component parts is allocated to the component parts when practicable and when estimates can be made of the lives of the separate components.
- 10.20 Saitsa will consider on an annual basis whether the value of the future economic benefits or service potential of its tangible capital assets is less than its carrying amount. When conditions indicate that an asset is impaired, it is to be written down to its fair value or replacement cost.

11.0 Corporate Purchasing Cards

General

- 11.1 At the discretion of the Executive Director for staff and the President for Executives, corporate purchasing cards may be issued to designated full-time salaried employees and Executives for business. Personal expenses are not permitted.
- 11.2 To be eligible for a corporate purchasing card, an individual must:
 - a) Be a full-time salaried employee or Executive;

- b) Have regularly occurring business expenses that cannot be covered using petty cash.
- 11.3 Abuse of the purchasing card will not be tolerated (i.e. unauthorized business purchases, improper usage or continuous tardiness in submitting receipts). Cardholders shall be notified each time they are violating purchasing card procedures. After two (2) violations, corporate purchasing card privileges shall be revoked by the Executive Director with respect to staff or the Executive Council and the card surrendered to the Bookkeeper. After two (2) violations, corporate purchasing card shall be revoked by the Board Chair with respect to the Executive Director.
- 11.4 Purchasing cards cannot be used for cash advances or cash withdrawals.
- 11.5 Gratuity on purchases is not to exceed 20%.

Payment of Purchasing Cards

- 11.6 Once per month, the accounting department shall verify all purchasing card statements have been paid by Saitsa.
- 11.7 Once per month, a statement shall be issued to each cardholder.
- 11.8 Coordinators and assistant managers are responsible for submitting all receipts to their department managers.
- 11.9 Department managers shall review and approve their department's purchases and submit their receipts and statements to the Accounting Department.
- 11.10 Each receipt must include the department and accounting code, a description of the incurred expense (i.e. who the meeting was with, purpose of purchase, etc.), and a signature from the cardholder.
- 11.11 The deadline for department managers to submit receipts/explanations is seven (7) business days following statement issuance.
- 11.12 The Assistant Bookkeeper shall notify a cardholder of any missing receipts. The cardholder has five (5) business days from the date of this notification to turn in the receipts or a Missing Receipt Form.
- 11.13 Employees who are attending a conference or on vacation shall be given five (5) business days upon their return to submit any missing receipts.
- 11.14 Failure to submit missing receipts within this time shall result in the charge being recorded as a personal expense. Lending the corporate purchasing card to an unauthorized cardholder is not a viable explanation for missing receipts.

Limits of Purchasing Cards

- 11.15 Each purchasing card shall be limited to the following:
 - a) Coordinators, maximum limit of \$2,500
 - b) Executive Council, maximum limit of \$4,000
 - c) Assistant Managers, maximum limit of \$3,500
 - d) Assistant Managers of Business Operations, maximum limit of \$5,000
 - e) Department Managers, maximum limit of \$5,000
 - f) Department Managers of Business Operations, maximum limit of \$10,000

- g) Executive Director and Director of Business and Development, maximum limit of \$15,000
- 11.16 It is the employee's responsibility to stay within the limited allotted amount. If there is a situation where the purchasing card is not being accepted because it is at its maximum limit, the cardholder shall cover costs with their own expenses, which shall be reimbursed through a Cheque Request Form.
- 11.17 Employees or Executives can request temporary purchasing limit increases for special circumstances at the approval of the Executive Director.
- 11.18 The Executive Director can request temporary purchasing limit increase for special circumstances at the approval of the President.
- 11.19 If employees or Executives are continually requesting temporary purchasing limit increases, they may request a permanent limit increase at the approval of the Executive Director.

Returning Purchasing Cards

- 11.20 Outgoing Executives must return their purchasing cards to the Bookkeeper, and any receipts to the Assistant Bookkeeper, by April 30 of the current year.
- 11.21 Upon termination or resignation, Saitsa employees must return their purchasing card immediately to the Bookkeeper and submit receipts to the Assistant Bookkeeper as soon as possible. Any purchases made on a purchasing card following termination or resignation shall be considered personal expenses and may be deducted from the employee's final pay cheque.

Lost or Stolen Purchasing Cards

- 11.22 It is the responsibility of the cardholder to protect the account and purchasing card from misuse by unauthorized parties. In the event that fraudulent charges are detected, the employee is responsible reporting the charges to the credit card company and for notifying their Manager and the Bookkeeper.
- 11.23 In the event that a purchasing card is lost or stolen, it is the responsibility of the cardholder to notify the credit card company and the Bookkeeper immediately.

12.0 Travel and Hospitality Expense

General

- 12.1 Conference Request Forms must be submitted for review to the appropriate body according to the conference authorization processes.
- 12.2 Conference funding should be budgeted for prior to the approval of the budget.
- 12.3 Conference fees, as outlined in the approved conference request, shall be covered by Saitsa.
- 12.4 Employees are responsible for making their own travel arrangements and are responsible for arranging the most reasonable, economic, and efficient option at the time of booking.
- 12.5 Transportation, accommodation, and any other travel or hospitality expense should be made using a corporate purchasing card, or through direct invoicing.

- 12.6 Travel insurance is covered by Saitsa's corporate purchasing card company. Any approved travel exceeding 15 days is not covered under this insurance policy and would need to be purchased at the time of booking.
- 12.7 Exceptional expenses reasonably incurred due to emergencies shall be reimbursed.

Conference Authorisation

- 12.8 All conference requests for staff shall be authorized by the Executive Director.
- 12.9 All conference requests for the Executive Director shall be authorized by the Executive Council.
- 12.10 All conference requests for two (2) or fewer Executive Council members and approved in the budget shall be authorized by the Executive Council.
- 12.11 All conference requests for more than two (2) Executive Council members and approved in the budget shall be authorized by the Chair of the Board of Directors.
- 12.12 All conference requests for Executive Council members that are not approved in the budget are to be approved by the Executive Council and the Chair of the Board. Conference requests that are anticipated to exceed a cost of \$5,000 shall be authorized by the Board of Directors.

Air Transportation

- 12.13 Air travel should be via the most reasonable route. Business class travel shall only be reimbursed with the approval of the Executive Director.
- 12.14 An invoice and itinerary of airline tickets must be attached to the corporate purchasing card statement.
- 12.15 Employees are responsible for all additional costs incurred for stopovers not related to Saitsa business.
- 12.16 When personal travel is combined with business travel, arrangements must be approved by the appropriate body prior to booking travel. Employees shall only be covered for the business portion of the trip.
- 12.17 Flights purchased using frequent flyer points are not eligible for a cash equivalent reimbursement.

Vehicle Transportation (car, bus, train)

- 12.18 Department Managers or the President (in the case of the Executive Council) may authorize the use of personal vehicles for business purposes within the city limits.
- 12.19 For business purposes outside of city limits, personal or rental vehicles, as well as bus or train, may be used where authorized.
- 12.20 Staff and Executives must submit a Mileage Tracking Form with a Cheque Request Form to the Bookkeeper in order for reimbursement.
- 12.21 Saitsa's insurance policy is unable to cover personal vehicles. Any claims or costs incurred due to loss or damage of a personal vehicle used for Saitsa business shall be made through the operator's personal automobile insurance policy.

- 12.22 Vehicle transportation (including car, bus or train) should be via the most reasonable, economical, and efficient option. For bus or train, reasonable fares required for business travel shall be covered by Saitsa.
- 12.23 For personal or rental car travel, it is the responsibility of the employee to ensure that adequate insurance is in place for all drivers of the vehicle.
- 12.24 Reimbursable expenses for rental vehicles include: the rental fee (if applicable), the kilometer/mileage charge by the rental agency (if applicable), fuel charges, insurance coverage (if applicable) and any other applicable costs.
- 12.25 Personal vehicle mileage shall be covered at the current rate indicated by Canada Revenue Agency's Meal and Vehicle Rates. This rate includes both the cost of fuel, insurance, maintenance and repairs.
- 12.26 The driver is responsible for any traffic violation or bylaw fines or penalties.
- 12.27 The individual is responsible for any charges related to changes to prearranged travel bookings, unless pre-approval is acquired from the appropriate body.

Accommodation

- 12.28 Saitsa shall cover the cost of accommodation for approved business travel.
- 12.29 Accommodation standards vary depending on the length of the stay, location of conference and number of staff or Executive attending. Single or double occupancy with private bath is considered minimal standard.
- 12.30 Accommodation for one night before and one night after a conference is acceptable if the start and end times warrant these arrangements.
- 12.31 Flight cancellation due to weather or emergencies may be accepted for reimbursement.
- 12.32 Employees are required to provide receipts of room charges when submitting their corporate purchasing card statement or receipts for payment/reimbursement. Unacceptable charges include, but are not limited to, the following:
 - a) In-room movies
 - b) Mini bar
 - c) Room service/spa service
 - d) Telephone (unless for Saitsa business purposes)
 - e) Laundry/dry cleaning.
- 12.33 If a partner accompanies an employee during travel, only the most economical room rate for a single occupant may be claimed, upon approval from the department manager or Executive Director. Any excess room charges to accommodate the partner shall be considered a personal expense.
- 12.34 Employees who stay with friends or family instead of a hotel for conference days only may be reimbursed as a gesture of appreciation for no more than \$20/day. Pre-approval from their direct supervisor is required for reimbursement.

Meals and Incidentals

- 12.35 Per diems may only be claimed when adequate meals are not provided by the conference or event.
- 12.36 Per diems for in-town conferences will be approved on a case-by-case basis.
- 12.37 The fixed daily per diem for meal allowances is as follows:
 - a) Breakfast \$10.00/day
 - b) Lunch \$15.00/day
 - c) Dinner \$40.00/day
 - d) Incidentals \$8.00/day

Hospitality

- 12.38 Reasonable costs of meals and hospitality for business purposes (including meeting with current and potential service providers, prospective employees, industry contacts, or for the occasional staff meeting or event), are allowed through discretionary funds. Only those employees with an assigned discretionary fund may expense meals and hospitality for business purposes.

Excluded Expenses

- 12.39 Saitsa shall not cover the following items:
 - a) Upgrades to higher classes of services
 - b) Fines for traffic or parking violations
 - c) Additional expenses relating to travel with a spouse or guest.
 - d) Non-standard travel expenses.

INVENTORY PROCEDURES

13.0 Inventory

Gateway Restaurant and Bar

- 13.1 Designated employees shall perform daily, and monthly inventories as directed by the department manager.
- 13.2 The daily inventory count shall be recorded on the daily bar count sheet and the monthly inventory count recorded in an approved tracking system and submitted to the Accounting Department.
- 13.3 The department manager or designate shall perform checks as needed.
- 13.4 When overages and shortages are identified in comparing inventory records with physical inventory counts, differences shall be noted, and the department manager is to be notified. Every attempt shall be made to isolate the reasons for any differences.
- 13.5 Reasons for differences shall be logged and documented for the Accounting Department and external auditors.
- 13.6 Spot checks shall be performed by the Director of Business and Development and the Manager of Assets & Payroll on a quarterly basis.

Saitsa Operations and Resource Centre

- 13.7 Designated employees shall preform a physical count and reconciliation of all inventories, according to the following schedule:
 - a) *Odyssey*: Monthly
 - b) *Station Express and Station Market*: Bi-annually
 - c) *Resource Centre*: Weekly.
- 13.8 The counts shall be recorded and maintained in an approved tracking document.
- 13.9 Each count shall have at least two (2) employees present to ensure an accuracy and efficiency.
- 13.10 Counts for each operation shall be checked and verified by the department manager and the assistant manager (or designate).
- 13.11 Upon count completion, final inventory results shall be compared with previous inventory counts, and discrepancies shall be identified to the department manager. Every attempt shall be made to isolate the reasons for any major discrepancies.
- 13.12 Unexplained discrepancies shall be flagged and documented for the Accounting Department and external auditors.
- 13.13 As required, spot checks shall be performed by the Director of Business and Development and the Manager of Assets & Payroll.

14.0 Saitsa Operations Daily Inventory Controls

- 14.1 Designated employees are to inspect received orders and review the packing slip (or invoice) quantity and description to ensure order accuracy. Discrepancies between the order and the packing slip must be reported to the supplier within 24 hours by the designated employee.
- 14.2 Packing slips (or invoices) are to be filed for future reference.
- 14.3 Once the invoice is received, a designated employee will compare the invoice to the related packing slip to ensure accuracy.

PAYROLL PROCEDURES

15.0 Payroll

Payroll Administration

- 15.1 Authorized administrators of the payroll system are the Manager of Staff Experience and the Manager of Assets & Payroll Administration. Authorized administrators have the authority to view data and make authorized changes.
- 15.2 Payroll is to be administered biweekly by the Manager of Assets & Payroll through an approved payroll system.
- 15.3 In the event that the Manager of Assets & Payroll is not available to administer payroll, the Manager of Staff Experience (or designate) shall act as the payroll administrator.

- 15.4 All employee payroll information shall be kept confidential. Employees may access their own information, provided that doing so does not disclose personal information of another employee.
- 15.5 Executives and Saitsa employees shall be paid through direct deposit into a bank account identified by the employee and verified by the bank.
- 15.6 Payroll advances shall only be permitted with approval from the Executive Director, to a maximum advance of \$200. Payroll advance for the Executive Director is not permitted.
- 15.7 Timesheets for hourly employees are to be adjusted and authorized bi-weekly by the department's designated employee; adjustments and authorization are due by the deadline established by the Manager of Assets and Payroll.
- 15.8 Prior to final processing, timesheets are reviewed by the Manager of Assets and Payroll; anomalies are reported to the respective Department manager for adjustment. Once anomalies have been adjusted, the Manager of Assets and Payroll is to provide a *Preview Payroll Summary Report* to the Manager of Staff Experience and Executive Director for approval.
- 15.9 Upon approval, the Manager of Assets and Payroll generates the *Payroll Registry Report* and compares the report to the *Preview Payroll Registry Report* to ensure accuracy.
- 15.10 The Bookkeeper and Manager of Assets and Payroll are to conduct a review of any discrepancies between the General Ledger and the *Summary Report* (generated by the Manager of Assets and Payroll). Findings of the report are to be disclosed to the Executive Director.

Payroll Additions, Deletions and Changes

- 15.11 New Hire Forms, timesheets, and Payroll Deduction Forms are to be submitted through payroll system no later than six (6) days prior to the next payday.
- 15.12 In the situation that an employee is given a raise, the Manager of Staff Experience must submit written approval to the Manager of Assets & Payroll for the raise to be added into payroll.
- 15.13 In the situation that the Manager of Staff Experience is awarded a raise, the Executive Director must submit written approval to the Manager of Assets & Payroll for the raise to be added into payroll.
- 15.14 In the situation that the Executive Director is given a raise, the President, Chair of the Board of Directors and Manager of Staff Experience must submit written approval to the Manager of Assets & Payroll for the raise to be added into payroll.
- 15.15 Monthly audits shall be conducted by the Manager of Assets and Payroll to ensure standing data is accurate; recent hires, terminations, pay rates, etc. are to be confirmed with the Manager of Staff Experience.

Payroll for Hourly Employees

- 15.16 Hourly employees shall clock-in to the automated system prior to their assigned start time and clock-out when they go off duty. Hourly employees shall also

- ensure the appropriate hours worked are reflected within the approved payroll system.
- 15.17 Should the hours in the system be incorrect, the employee should notify their department manager (or designate), who will adjust the hours accordingly.
 - 15.18 The department manager (or designate) must approve their employee's inputted hours each Monday before payroll.
 - 15.19 The Manager of Assets & Payroll shall be responsible for verifying information for hourly employees.
 - 15.20 In the case of payment via paycheques, the following process must be followed:
 - a) Paycheques shall be distributed by department managers;
 - b) Paycheques shall not be released to third parties without written authorization from the employee;
 - c) All unclaimed paycheques shall be secured by the Manager of Staff Experience;
 - d) Any paycheques left unclaimed for more than four (4) weeks shall be mailed to the employee's most current address on file.
 - 15.21 If hourly employees are already listed on payroll, they must be paid through direct deposit and are not eligible for pay cheques.

Pay Upon Termination

- 15.22 Saitsa employees whose employment has been terminated shall receive their last paycheck according to the regular payment schedule.
- 15.23 Any employee with outstanding debt to Saitsa may be subject to the withholding of their last paycheck until the debts have been paid off. Examples of outstanding debt to Saitsa include, but are not limited to, the following:
 - a) Outstanding credit card purchases
 - b) Withholding keys, laptops and other Saitsa property
 - c) Damaged Saitsa property
 - d) Time owing (vacation taken and not earned)
 - e) Professional development taken less than three (3) months prior to termination.
- 15.24 The Manager of Assets & Payroll shall remove the employee from payroll upon inputting their last pay period into payroll.

16.0 Honoraria for Board of Directors

- 16.1 Honoraria shall be paid for both Regular and Special Meetings of the Board.
- 16.2 Honoraria for regular meetings, special meetings, committee meetings or Board retreats/orientation, workshops or training sessions must be budgeted for and pre-approved by the Manager of Governance & Advocacy.
- 16.3 The following honoraria amounts shall be awarded to the eligible positions:
 - a) Directors shall receive \$50 per Saitsa Board meeting, this does not include committee meetings.

- b) The Board of Governors Student Representative shall receive \$50 per Saitsa Board meeting.
 - c) The Board Chair shall receive \$100 per Saitsa Board meeting.
 - d) The Board Vice-Chair shall receive \$60 per Saitsa Board meeting.
 - e) The Neutral Facilitator shall receive \$200 per Saitsa Board meeting.
- 16.4 Directors, inclusive of the Chair and Vice Chair, shall receive \$100 for orientation training and \$50 for additional training as scheduled by the Governance & Advocacy department.
- 16.5 The Governance & Advocacy Department shall track the attendees for each eligible honoraria event/occurrence.
- 16.6 Board honoraria cheques shall be issued according to the following schedule when possible:
 - a) Upon completion of a Directors term
 - b) At the end of the Fall semester
 - c) At the end of the Winter semester
- 16.7 The Governance & Advocacy Department shall either mail the cheque or notify recipients when cheques are available to be picked up.
- 16.8 Honoraria will not be provided for those excused, absent or expelled from a meeting.
- 16.9 Directors who attend meetings via remote access (teleconferencing or video conferencing) shall be eligible for honoraria.
- 16.10 Directors members must attend at least 75% of the meeting to receive an honorarium.

TREASURY PROCEDURES

17.0 Bank and Investment Accounts

Investment Withdrawal

- 17.1 Withdrawal from investments shall be on a needs basis.
- 17.2 Withdrawal less than \$10,000 requires approval from the Executive Director (or designate).
- 17.3 Withdrawal greater than \$10,000 and less than \$20,000 requires approval from the Executive Director and the President.
- 17.4 Withdrawal greater than \$20,000 and less than \$50,000 requires approval from the Executive Council.
- 17.5 Withdrawal exceeding \$50,000 requires approval from the Board of Directors.
- 17.6 Withdrawal exceeding \$1 million requires a Business Case presentation from the investment advisor to the Board, and Board of Directors approval.
- 17.7 Withdrawal exceeding \$5 million requires Board of Directors approval, as well as a referendum, which is to include a Business Case.

Floats

- 17.8 Department managers may request to raise their float limits through written request and approval from the Executive Director.

- 17.9 Floats must be safely stored in each departments' safe when not in use.
- 17.10 Department managers (or designate) are responsible for verifying and maintaining their department's respective floats daily.
- 17.11 Discrepancies in float levels shall be reported to the Accounting Department. If no cause is determined, these funds shall be reimbursed from the department's budget. Float discrepancy tolerance includes:
 - a) \$50.00 or above for the Resource Centre, Odyssey Café, Station Market and Station Express.
 - b) \$100.00 or above for the Gateway.

Petty Cash

- 17.12 Petty cash shall be made available for select departments and used for small cash transactions for business-related expenses.
- 17.13 Department managers may request petty cash funds or request to increase petty cash funds through written request and approval from the Executive Director.
- 17.14 Petty cash shall be stored in a locked safe where authorized employees have access when not in use. Employees responsible for petty cash shall be known as 'Petty Cash Custodians'.
- 17.15 The following employees are considered Petty Cash Custodians and are responsible for managing the petty cash, including monthly reconciliation and reimbursements of funds:
 - a) Bookkeeper
 - b) Assistant Bookkeeper
 - c) Senior Manager of Food & Beverage
 - d) Manager of Student Experience
 - e) Manager of Events & Programming
 - f) Directors of Business & Development
 - g) Designate by Executive Director
- 17.16 Petty Cash Custodians must submit the Petty Cash Reconciliation Forms and receipts to the Executive Director or President for approval, then the Assistant Bookkeeper for verification.
- 17.17 Upon verification, the Accounting Department shall replenish the department's petty cash fund through a cheque process.
- 17.18 Disbursements shall be recorded in the Petty Cash Log by the Accounting Department.

Audits

- 17.19 An annual audit on Saitsa Operations, Gateway and Resource Centre deposits, floats, petty cash and ticket sales shall be performed by two (2) authorized employees. Authorized employees include:
 - a) Director of Business and Development
 - b) Manager of Assets & Payroll
 - c) Bookkeeper (or designate)

- d) and designated department managers have authority to perform these audits.

ATM Audits & Refills

- 17.20 Authorized employees who can conduct ATM audits are as follows:
 - a) Manager of Assets & Payroll
 - b) Executive Director
 - c) Director of Business and Development
 - d) Authorized employee as designated by the Executive Director
- 17.21 The ATMs are managed by the Manager of Assets & Payroll. The Manager of Assets & Payroll will monitor the cash flow of the ATMs on a weekly basis.
- 17.22 If an ATM machine needs to be refilled, the ATM trial cassette receipt must be attached to a cheque request form and submitted to the Accounting department. All ATM machines must be refilled within the same month as the cheque request was submitted.
- 17.23 Once refill monies have been received, the Manager of Assets & Payroll and another authorized employee will refill the ATM machines. ATM trial cassette receipts must be printed to verify the accuracy and filed with the accounting department.
- 17.24 At the end of each month, two (2) authorized employees will conduct an audit of all ATM machines using the ATM Inventory form to verify that the money levels are accurate. Both authorized employees must sign the ATM Inventory form. Money levels from each machine must match the ATM trial cassette receipts. Any discrepancies in money levels shall be notified to the Accounting department.
- 17.25 Following the monthly audit, the Manager of Assets & Payroll shall run a full cassette program to clear the ATM Machine. Following the full cassette, the Manager of Assets & Payroll will run an add cassette program to reflect the accurate amount of funds within the ATM. The Manager of Assets & Payroll shall provide full cassette receipts to the Accounting department and retain the trial cassette receipts as backup
- 17.26 At fiscal year-end, two (2) authorized employees will conduct a full audit of all ATM machines and remove all cash from the machines. Money levels from each machine must match the ATM trial cassette receipts. Any discrepancies in money levels shall be notified to the Accounting department. The Manager of Assets & Payroll and another authorized employee will deposit the funds into a Saitsa bank account. The Manager of Assets & Payroll shall provide all bank and ATM trial cassette receipts to the Accounting department.
- 17.27 Following fiscal year-end procedures, ATM refills shall follow regular refill procedures.

18.0 Physical Security

Passwords

- 18.1 Accounting software shall be password-protected at all times.
- 18.2 A log of critical software passwords shall be held in secured files by both the Bookkeeper and Controller.
- 18.3 Passwords shall be changed on a yearly basis, or as needed at the discretion of the Controller and the Executive Director, with the secure files being updated immediately.
- 18.4 Staff are to use discretion when opening the safe and when working with contents of the safe. When not in use, safes must be closed and locked at all times.
- 18.5 Department Managers, and other approved staff, must ensure their safe's combination log is recorded in a secure file.
- 18.6 A log for Saitsa safes shall be kept by both the Executive Director and the Manager of Assets & Payroll and held in secure files, the log is to include the following:
 - a) Locations of safes
 - b) Maximum limit per safe
 - c) Staff access
 - d) Passwords/combinations
- 18.7 Combinations shall be changed as needed at the discretion of the Department Manager or the Executive Director, with the secure file being updated immediately.

FINANCIAL REPORTING – PROCEDURES

19.0 Budget

Annual Budget

- 19.1 The annual budget shall be prepared and approved in accordance with Section 17.0 of the Saitsa Bylaws.

Saitsa Fee Percentage Allocation

- 19.2 The Executive Director will present to the Finance Committee a proposal for fee allocation that supports the financial objectives of Saitsa. The proposal is to consider Saitsa's current financial stability and long-term financial objectives. The Finance Committee is to present a recommended fee percentage allocation to the Board for approval no later than June 30th of any given year.

Additions to the Approved Budget

- 19.3 The Board of Directors will be notified of cumulative additions to the approved budget over 2%.

20.0 Financial Reporting

Monthly Financial Reports

- 20.1 Within thirty (30) days from the month-end, the Bookkeeper shall prepare monthly financial statements, which includes: statement of financial position, statement of operations, statement of cash flows and changes in fund balances and any major variances.
- 20.2 On a monthly basis, department managers shall receive departmental monthly financial statements. These statements shall include a comparison of budgeted expenses, actual expenses, year-to-date, last year's month and last year-to-date.
- 20.3 Department managers shall report any discrepancies within ten business days to the Accounting Department.
- 20.4 The Controller is to review the monthly financial statements and investigate material variances from the budget.
- 20.5 Upon the Controller's review and investigation, the Executive Director is to review and provide recommendations.
- 20.6 The Executive Director approves all monthly financial statements.

21.0 Audited Financials

- 21.1 A recognized external accounting firm shall be appointed in accordance with Section 17.0 of the Saitsa Bylaws
- 21.2 The President shall sign the engagement agreement with the external accounting firm.
- 21.3 The Executive Director shall oversee the accounting firm for the duration of the audit
- 21.4 The Controller shall act as the staff liaison to the accounting firm during the duration of the audit
- 21.5 The Executive Director shall coordinate the auditor's presentation of the audited financial statements, auditor's report and letter to management to the Board of Directors.
- 21.6 The Board of Directors are to accept the auditor's report and letter to management.
- 21.7 In accordance with the Post-Secondary Learning Act, the Board are to authorize the Executive Director to provide the approved audited financial statements to the SAIT Board of Governors and the membership.
- 21.8 The letter to management is to remain a confidential document and is only to be accessed by the Board of Directors, Executive Director and staff authorized by the Executive Director.

22.0 Taxes and Statutory Remittances

- 22.1 The Accounting Department shall ensure that complete documentation required by the CRA is prepared and filed, as well as tracked in accounting records.

- 22.2 The Executive Director shall ensure that all items related to statutory remittances are reviewed by a recognized accounting firm during the annual audit.

23.0 General Accounting Principles

- 23.1 The Accounting Department is responsible for posting all received revenue and paid invoices to the General Ledger (GL).
- 23.2 Revenue and expenses are to be recorded within the month they are incurred, regardless of date of receipt or payment.
- 23.3 Revenues shall be recorded as received and shall be credited to the appropriate accounting revenue lines as determined in the annual budget.

24.0 Basis of Accounting

- 24.1 At the close of the fiscal year, all expenses made during that fiscal year shall be accrued as such.
- 24.2 Year-end books shall be closed no later than 90 days after the end of the fiscal year.

25.0 Journal Entries

- 25.1 The Bookkeeper shall complete and post journal entries on a monthly basis.
- 25.2 The Executive Director or Controller shall review journal entries on a monthly basis.
- 25.3 Once reviewed, the Executive Director shall approve and sign off on journal entries.
- 25.4 Approved journal entries are to be stored within the Accounting Department's filing system.

26.0 Bank Reconciliation

- 26.1 The Accounting Department shall prepare monthly bank reconciliations for all accounts and submit to the Controller and Executive Director for review and approval.
- 26.2 Signatures shall be required from both the Executive Director and the Controller on all approved reconciliation reports.
- 26.3 Approved reconciliation reports are to be stored within the Accounting Department's filing system.

27.0 Monthly Close

- 27.1 The Bookkeeper shall distribute monthly GL's to department managers for review.
- 27.2 Cost allocations, transfers, inventory and corrections shall be submitted to the Accounting Department by department managers on a monthly basis.
- 27.3 The Bookkeeper shall reconcile all corrections and submits to the Executive Director for approval.