



Concordia University Student Radio

CJLO - Concordia Student Radio Constitution

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Concordia University Student Radio

CJLO - Concordia Student Radio Constitution

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CJLO - Concordia Student Radio Constitution

November 2010

1. MANDATE

- 1) To promote local and lesser known artists and to provide hands-on radio and sound recording training to Concordia Students & Community Members.

2. DEFINITIONS

- 1) Voting Members: include Station Manager, Program Director, Music Director, and the Executive positions
- 2) CSBC: the Concordia Student Broadcasting Corporation, whereas CJLO falls under the CSBC umbrella along with CUTV and the amateur radio club, or HAM Radio. The CSBC is the final arbiter in all matters related to the CJLO constitution, financial matters, and all CJLO paid employees and honoraria recipients.
- 3) his / he / himself also refer to her / she / herself and do not imply any preference or discrimination for any gender

3. NAME

- 1) The name of the association is "CJLO - Concordia Student Radio", hereafter referred to as the 'Station' or 'CJLO'

4. MEMBERSHIP

- 1) Open to all Students
 - i. to become a member, must have performed 12 hours of volunteering at CJLO over last 6 months
 - ii. must be a current student at Concordia University
- 2) Open to the Community
 - i. to become a member, must have performed 12 hours of volunteering at CJLO over last 6 months
 - ii. must also pay \$15 Participation Fee (see Appendix C for a description of the Participation Fee)
- 3) Volunteering
 - i. The hours of volunteering required to be a member include, but are not limited to:
 1. hosting or producing an approved show on air



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2. producing or recording or writing for the news team
 3. planning or assisting in the execution of promotional events
 4. assisting the production department in recording or producing of band sessions or ads or promos
 5. assisting the Music Directors in the cataloging or organization of new or old CDs
 6. assisting the sales team in creating advertising revenue
 7. assisting the fundraising team in cultivating donations via events and funding drives
- ii. Hours that are directly remunerated for do not count towards hours of volunteering, with the explicit exception of commissions earned on advertising revenue and for paid positions
- 4) Revocation or Expiration of Membership
- i. Membership shall remain in effect unless it is found, in its sole discretion reasonably exercised, that at any given time the conditions of membership are not met and thereupon revokes the membership.
 - ii. A General Member becomes inactive after 3 months of doing no volunteer work at CJLO, unless otherwise arranged in writing with the Station Manager
 - iii. The Station Manager and Program Director may review the membership of a member of his or her own volition, and shall also do so at the request of a CSBC director, officer or member of the CJLO executive. It shall only consider same upon written notice having been given to the member of the date, time and place of the meeting of the board of directors or meeting of the executive at which the matter is to be considered, such notice having been delivered at least 14-days before such meeting is to be held.
 - iv. The onus to prove that the conditions of membership continue to be met rests with the member and the member may make representations in writing or in person at the meeting in this regard. If no representations are made, the board of directors or members of the executive may presume that the conditions of membership are not met.
 - v. Inactive or removed members are not eligible for any benefits or rewards generally associated with membership and forfeit any previously paid fees.
 - vi. Inactive or removed members are ineligible to attend CJLO general meetings and executive meetings.
- 5) Student : Community Member Ratio
- i. student members should ideally be at least 60% of the Active General Members
 - ii. student members should never fall below 40% of the Active General Members
 - iii. priority will be given to students of Concordia University



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- 6) General Members
 - i. All members of CJLO are General Members and may also fall into one or more of categories listed in sections 6 - 10
 - ii. All members are held to the CJLO Code of Conduct (Appendix A)
 - iii. Any General Member that does not fall into one of the other categories, as listed in sections 6 - 10, reports directly to the Station Manager
 - iv. A General Member becomes inactive after 3 months of doing no volunteer work at CJLO, unless otherwise arranged in writing with the Station Manager
 - v. Inactive General Members are not eligible for any benefits or rewards generally associated with membership and forfeit any previously paid fees
 - vi. A person whose membership had been suspended for inactivity may reapply to be an active General Member, but must do so as a new member (and pay any associated fees)
 - vii. A General Member may give up their membership status by submitting their resignation in writing to the Station Manager

- 7) Paid Positions
 - i. Station Manager
 - 1. Full time, salaried position
 - 2. Reports to the CSBC
 - 3. Appointed by the CSBC
 - ii. Program Director
 - 1. Full time, wage position
 - 2. Reports to Station Manager
 - 3. Appointed by the CSBC, based on recommendation by Station Manager
 - iii. Music Director
 - 1. Part time, weekly honorarium position
 - 2. Reports to Program Director
 - 3. Appointed by the CSBC, based on recommendation by Station Manager and Program Director
 - iv. The description, qualifications, duties, and rights and privileges for the aforementioned positions are found in Appendix B (Position Descriptions: Voting Members).

- 8) Executives
 - i. See Appendix B (Position Descriptions: Voting Members) for a full list of the description, qualifications, duties, and rights and privileges for the Executives
 - ii. Positions
 - 1. News Director (reports to Program Director)
 - 2. Fundraising Director (reports to Station Manager)
 - 3. Promotion Director (reports to Station Manager)
 - 4. Production Director (reports to Station Manager)



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5. Volunteer Coordinator (reports to Station Manager)
 6. Genre Directors (report to Music Director)
 - a. Alt-Rock / Punk
 - b. Urban (hip hop, soul, R&B)
 - c. Loud Rock / Metal
 - d. World (world beat, folk)
 - e. RPM (electro, industrial, experimental)
 - f. Jazz / Blues
 7. Web Content & Magazine Editor (reports to Station Manager)
 8. Campus Outreach Coordinator (reports to Station Manager)
 - iii. An Executive position can only be held by one person at any given time
 - iv. An Executive position cannot be held by a person who has lost their show due to policy violations
- 9) Assistants
- i. An Assistant position can be created by any Executive by submitting a written request to the Station Manager. The request must include
 1. Detailed description of the assistant position being created
 2. Expected responsibilities of the assistant
 - ii. Upon approval by the Station Manager, the new Assistant position will report to the requesting Executive
 - iii. Assistant positions can include, but are not limited to
 1. Community Calendar Editor (reports to Program Director)
 2. Archivist (reports to Music Director)
 - iv. Assistant positions are non-executive positions and thus do not share the same status as an executive member
- 10) Non- Contracted Consultants
- i. Non-Contracted Consultant positions are volunteer, non-remunerated positions
 - ii. Non-Contracted Consultant positions can be terminated at any time with or without notice
 - iii. Non-Contracted Consultant positions report to the Station Manager
- 11) On-Air Members
- i. All On-Air members must read and comply with the CJLO On-Air Rules and Regulations (Appendix D)
 - ii. On-Air Members are:
 1. DJs (report to the Program Director)
 2. News Team (report to the News Director)



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12) Other Members

- i. Fundraising Team (report to the Fundraising Director)
- ii. Promotions Team (report to the Promotions Director)
- iii. Production Team (report to the Production Director)
- iv. Music Team (report to Music Director)
- v. General Volunteers (report to the Volunteer Coordinator)

5. SELECTION / APPOINTMENT / DEPARTURE PROCESS

1) Station Manager

- i. The CSBC will post a job opening announcement both internally and externally, giving at least 2 weeks to submit curriculum vitae and letter of intent
- ii. The CSBC will form a Hiring Committee to review applications and interview qualified applicants
- iii. The Hiring Committee is made up of at least 1 member from CSBC Board of Directors and 1 from the CJLO Voting Members
- iv. The CSBC will select a candidate based on the recommendation of the Hiring Committee
- v. The Station Manager may resign at his discretion, but must give 2 weeks notice in writing to the CSBC
- vi. The Station Manager will be reviewed by a review committee established by the CSBC twice a year (January and May)

2) Program Director

- i. The Station Manager will post a job opening announcement both internally and externally, giving at least 2 weeks to submit curriculum vitae and letter of intent
- ii. The Station Manager, 1 member from the CSBC Board of Directors, and 1 Voting Member will form a Hiring Committee
- iii. The Hiring Committee will review applications and interview qualified applicants
- iv. The CSBC will select candidate based on the recommendation of the Hiring Committee
- v. The Program Director may resign at his discretion, but must give 2 weeks notice in writing to the Station Manager
- vi. The Program Director will be reviewed by the Station Manager and an appointed member of the CSBC twice a year (January and May)

3) Music Director

- i. The Station Manager will post a job opening announcement to both internally and externally, giving at least 2 weeks to submit curriculum vitae and letter of intent
- ii. The Station Manager, Program Director, and 1 other Voting Member will form a Hiring Committee
- iii. The Hiring Committee will review applications and interview qualified applicants



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- iv. The CSBC will select a candidate based on the recommendation of the Hiring Committee
 - v. The Music Director may resign at his discretion, but must give 2 weeks notice in writing to the Station Manager
 - vi. The Music Director will be reviewed by the Program Director and/or the Station Manager twice a year (January and May)
- 4) Executives
- i. The Station Manager will post a position opening announcement internally, giving at least 2 weeks to submit curriculum vitae and letter of intent
 - ii. The Station Manager will form a Hiring Committee consisting of
 - 1. the executive position's direct supervisor
 - 2. a Voting Member
 - 3. a trusted active General Member that would report to the executive position, if applicable
 - iii. The Hiring Committee will review applications and interview qualified applicants
 - iv. The Station Manager will select a candidate based on the recommendation of Hiring Committee
 - v. Should an eligible candidate not be found internally, the Hiring Committee will expand their scope to include all Concordia students. Again, if no eligible candidate is found, the scope will be increased to all external people
 - vi. Executives may resign at their discretion, but must give 1 week notice in writing to the Station Manager
 - vii. The Station Manager can appoint an active General Member to fill in for the departed executive on an interim basis
 - viii. Executives will be reviewed by the Station Manager twice a year (January and May)
- 5) Assistants
- i. The Station Manager will post a position opening announcement both internally and externally, giving at least 2 weeks to submit curriculum vitae and letter of intent
 - ii. The Station Manager and supervising Executive will review applications and interview qualified applicants
 - iii. The Station Manager will select candidate based on application, interview, and recommendation by the supervising Executive
 - iv. Assistants may resign at their discretion, but must give 1 week notice in writing to the Station Manager
 - v. Assistants will be reviewed by the Station Manager and their supervising Executive twice a year (January and May)



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- 6) On-Air Members (DJs only)
 - i. Applicants submit a completed DJ Application to the Program Director
 - ii. The Program Director will review the application, meet with the applicant, and consult with the appropriate Genre Director, if necessary
 - iii. The Program Director will accept new applicants at his discretion and assign them time slots in the program schedule where available
 - iv. DJs may resign at their discretion, but must give 1 week notice in writing to the Program Director
 - v. DJs will be reviewed by the Program Director at least once a year

- 7) On-Air Members (News Team) and Other Members
 - i. Applicants submit a completed Member Application to the supervising Executive
 - ii. The Supervising Executive will review the application and meet with the applicant
 - iii. The Supervising Executive will approve applicants to join their team at their discretion
 - iv. News Team Members and Other Members can resign at their discretion, but must give 1 week's notice in writing to the Supervising Executive
 - v. News Team Members and Other Members will be reviewed by the Supervising Executive at least once a year

6. EVALUATIONS

- 1) Regular Evaluations
 - i. Regular evaluations of all General Members must be carried out at least once per year, unless otherwise specified
 - ii. General Members will be evaluated by the direct supervisor, with the following exceptions:
 1. The Station Manager will be evaluated by a committee made up of members of the CSBC Boards of Directors
 2. The Program Director and Music Director will be evaluated by the Station Manager and an appointed member of the CSBC Board of Directors
 3. Executives will be evaluated by his direct supervisor and one other full-time Paid Position
 - iii. The form of the evaluation is dependent on which General Members are being evaluated and is set by the evaluator. Specific evaluation methods are defined in Appendix F (Evaluation Methods)
 - iv. After the evaluation, the CSBC (in the case of Paid Positions), the Station Manager (in the case of an Executive, Assistant), or the Supervising Executive (in the case of other General Members) can remove the person in question from their position to the extent that the law provides if just cause is found during the evaluation



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- v. The Station Manager, upon consultation with the Voting Members, can call for another evaluation conducted by a person other than the one that gave the original evaluation if the original evaluation is found to be unfair or unjustly biased by the majority of Voting Members

2) Ad Hoc Evaluations

i. Intent

- 1. As a last recourse, should a General Member be found lacking in their responsibilities at CJLO, an ad hoc evaluation can be requested
- 2. All active General Members are eligible for an ad hoc evaluation

ii. Procedure – Voting Members and Assistants

- 1. A Voting Member or assistant may have an ad hoc evaluation requested of them for the following reasons:
 - a. Serious lapse in duty
 - b. Negligence or absence in responsibility
 - c. Abuse of privilege
 - d. Violation of policy
- 2. Any active General Member may present himself to the CSBC (in the case of Paid Position) or to the Station Manager (in the case of an Executive or Assistant) with a petition containing no less than 25% of the active General Member's signatures in order to initiate an ad hoc evaluation
- 3. An ad hoc evaluation can also be initiated by presentation of a detailed written request to the CSBC (in the case of Paid Positions) or to the Station Manager (in the case of an Executive or Assistant) signed by no less than 75% of the Voting Members
- 4. Upon initiation of an ad hoc evaluation, the CSBC (in the case of a paid position) or Station Manager (in the case of an Executive or Assistant) will immediately conduct a comprehensive review of the position

iii. Procedure – All Other Members (not Voting Members and Assistants)

- 1. A General Member that is not a Voting Member or Assistant may have an ad hoc evaluation requested of them for the following reasons:
 - a. Serious lapse in duty
 - b. Negligence or absence in responsibility
 - c. Abuse of privilege
 - d. Violation of policy
- 2. The Station Manager, Program Director, or their Supervising Executive may initiate an ad hoc evaluation of a General Member
- 3. Upon initiation of an ad hoc evaluation, the Supervising Executive will immediately conduct a comprehensive review of the General Member



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7. MEETINGS

- 1) General Meetings
 - i. CJLO General Meetings will be held at minimum once per semester with the inclusion of the summer semester at the discretion of the Station Manager. Recommended months are September, March and July.
 - ii. General Meetings will be held in two parts on the 2nd Friday (evening) and Saturday (afternoon) of the appropriate month
 - iii. The meeting place must be reasonably accessible by all active General Members
 - iv. A General Meeting must be announced by email and internal public notice no less than 2 weeks prior to the date of the meeting

- 2) Executive Meetings
 - i. Executive Meetings (Exec Meetings) are to be held at least once a month
 - ii. All Voting Members are required to attend the Exec Meeting, unless a valid reason is provided beforehand
 - iii. An Exec Meeting must be announced via email no less than one week prior to the date of the meeting
 - iv. Exec Meetings will be held in the CJLO offices, unless otherwise stated in the announcement
 - v. If not held in the CJLO offices, the meeting place must be reasonably accessible to all Voting Members
 - vi. General Members and Assistants are allowed to attend Executive Meetings, but must leave if asked to by the Voting Members
 - vii. Quorum for Exec Meetings is 60% of current Voting Members
 - viii. Each Voting Member has one vote, regardless of the number of Executive or Paid Positions he holds
 - ix. A simple majority of Voting Members is required to pass any decisions, unless otherwise specified
 - x. Minutes of all executive meetings will be recorded and made available to all executives no more than two days following said meeting.
 - xi. Agendas of upcoming meetings will be made available for revision no less than three days prior to all executive meetings

8. POLICIES & CONSTITUTION

- 1) The CJLO Constitution and all policies must be available for review by all active General Members upon request

- 2) Policy Review Procedure
 - i. Any active General Member may submit that a CJLO policy be reviewed by the Voting Members at the next Exec Meeting. The submission must be made in writing to the Station Manager



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- ii. The proposing General Member must attend the next Exec Meeting to outline why they feel the policy should be reviewed, as well as to suggest any changes he wishes made
 - iii. The Voting Members will review the policy, taking into consideration the suggestions made
 - iv. A vote on a policy change can be deferred once to the next meeting if the Voting Members deem it necessary, at which point a decision must be rendered
 - v. A simple majority of Voting Members is required for any change in policy
- 3) Policy Adoption Procedure
- i. Any active General Member may submit a policy to be adopted by CJLO to be discussed at the next Exec Meeting. The submission must be made in writing to the Station Manager
 - ii. The proposing General Member must attend the next Exec Meeting to outline why they feel the policy should be adopted
 - iii. The Voting Members will review the policy
 - iv. A vote on a new policy can be deferred once to the next meeting if the Voting Members deem it necessary, at which point a decision must be rendered
 - v. A simple majority of Voting Members is required for the adoption of a new policy
- 4) Constitutional Amendments
- i. Any active General Member may submit an amendment to the Constitution to be discussed at the next Exec Meeting. The submission must be made in writing to the Station Manager
 - ii. The proposing General Member must attend the next Exec Meeting to outline why they feel the amendment should be ratified
 - iii. The Voting Members will review the proposed amendment
 - iv. A simple majority of Voting Members is required for the amendment to be put to a vote at the next General Meeting
 - v. Information about the proposed amendment will be sent to all active General Members no less than 2 weeks prior to the next General Meeting
 - vi. Quorum is 50% of the current active General Members, as determined on previous September 1st
 - vii. A simple majority of is required to approve a constitutional change
 - viii. The Station Manager will act as chair during a vote at the General Meetings, and can only vote in case of a tie
 - ix. Upon ratification, a constitutional amendment will come into effect immediately



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9. FINANCIAL

1) Budget

- i. CJLO's financial year matches that of the CSBC, from June 1st to May 31st of the following year
- ii. Station Manager will prepare an annual budget for all CJLO expenses and revenues
- iii. The budget must be approved by a simple majority of the Voting Members before it can be submitted to the CSBC for final adoption
- iv. The new budget must be submitted to the Voting Members by the last Exec meeting before the last CSBC meeting of the current fiscal year, in order to be adopted on time
- v. The budget will be reviewed in December by the Station Manager, any modifications require majority approval of the Voting Members before it can be re-submitted to the CSBC

2) Spending

- i. All expenses must be approved by the Station Manager before they are incurred and must comply with the CJLO Purchasing Policy (Appendix E)
- ii. All expenses must be accompanied with a receipt or invoice
- iii. All expenses must be declared prior to the fiscal year end date

3) Sponsorships

- i. For CJLO to sponsor an event monetarily, a full budget and proposal must be submitted by an active General Member no less than two weeks before the event
- ii. The budget must be balanced and must include all expected income and revenues and expected expenses and disbursements. It must also clearly outline CJLO's expected contribution
- iii. The proposal must clearly state the purpose and scope of the event, as well as all direct and indirect benefits to CJLO
- iv. All proposals must be submitted to the Promotions Director, who will approve or deny the request for sponsorship in concert with the Station Manager
- v. A proposal can be denied if it does not meet the criteria outlined herein or if the benefit to CJLO is insignificant or for another valid reason
- vi. The total amount reserved for sponsorships is defined in the yearly budget

4) Advertising

- i. As per CRTC guidelines, no more than 4 minutes of advertisements are to be played on the air per hour
- ii. See Appendix G (Sales Policy) for the official CJLO Sales Policy



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10. CONTRACTS

- 1) Contracts binding CJLO to perform monetarily or otherwise can only be signed by the Station Manager, with the following exceptions
 - i. contracts for advertising (on air or otherwise) provided by CJLO for which an external party is compensating CJLO for said advertising can alternatively be signed by the Sales Manager
 - ii. the Station Manager can grant temporary signing authority to another Voting Member on a case-by-case basis; this authority must be granted in writing, clearly defining the scope of the authority and the Voting Member to which it is granted



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Appendix A - CJLO Code of Conduct

1. Members must behave in a civil and professional manner at all times. Behavior that threatens, harasses, discriminates or demeans others is not tolerated at CJLO. Such behavior contravenes the University's Code of Rights & Responsibilities.
2. Threatening behavior and/or harassment are not tolerated at CJLO. Persons demonstrating such behavior will be dealt with according to the procedures of the University's Code of Rights & Responsibilities and the Canadian Criminal Code, and may be barred from CJLO so as to ensure the safety of others.
3. Smoking, consumption of alcohol, and/or other illicit or illegal substances is strictly prohibited on Concordia property. To be under the influence of any of these or any other substance not mentioned is prohibited as well. Furthermore, possession of illicit or illegal substances on Concordia Property is prohibited.
4. Members are responsible for the careful handling of CJLO property.
5. Defacement, destruction, and/or theft of CJLO and University property are strictly prohibited.
6. Food and drink are not permitted near the equipment at CJLO. Crumbs and liquids can damage equipment and materials, attract destructive insects, and cause odours. Water is the exception, but must be kept in a closed container, and should be handled with care.
7. Everyone must respect the set-up of the furniture at CJLO. Bringing in, removing, or rearranging of any furniture is strictly forbidden without the consent of the Station Manager.
8. Members are responsible for the repair or replacement of damaged materials, and for the replacement of materials or equipment lost while in their care, and for the repair or replacement of equipment and furniture damaged through misuse.
9. Members are responsible for the keys to the station from the moment they collect them at the security desk until they are returned. Members are also responsible for any lost, stolen, or damaged CJLO property while the key is signed out in his or her name.
10. Members are responsible for all guests and their actions. Guests who break any of CJLO's code of conduct will immediately be asked to leave and will be barred from future access to CJLO.
11. Members are asked not to occupy excessive space, so that all can find a place to work. Members are asked not to occupy specialized workstations when not intending to use the specialized features.
12. Members are responsible for informing themselves of CJLO's policies. Members must have a valid email address and read all communications sent out by CJLO executive.
13. Non-compliance with the Code of Conduct may result in the loss of member privileges and/or expulsion from CJLO.



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Appendix B – Position Descriptions – Voting Members

Station Manager

Reports To:

CSBC

Responsibilities:

- Being the official spokesperson of CJLO to all internal and external bodies
- Maintaining existing AM radio broadcasting operations while perusing future broadcasting opportunities
- Coordinating plans and guiding activities of both short and long term nature
- Responsible for implementing policies and procedures of CJLO, CSBC and CRTC guidelines
- Overseeing of all CJLO activities and staff and ensuring the effective operation of the organization.
- Providing leadership to all CJLO staff and the development and execution of CJLO initiatives.
- Preparing an annual budget and keeping track of all station spending and receipts
- Responsible for maintaining a record of all staff
- Ensuring the maintenance of all equipment and general station aesthetics

Program Director

Reports To:

Station Manager

Responsibilities:

- Ensuring quality broadcasting at all times
- Responsible for the hiring of all on-air and programming staff
- Responsible for the evaluation of all on-air and programming staff
- Responsible for the maintenance of all equipment and general station aesthetics
- Responsible for maintaining a record of all staff
- Ensure all on-air and programming staff is informed of all CJLO rules and regulations via weekly communication
- Responsible for implementing policies and procedures of CJLO, CSBC and CRTC guidelines
- Responsible for overseeing the music directors, news director and staff, and production director and staff



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Head Music Director

- Reports To: Program Director
- Responsibilities:
- Responsible for all Music Directors and ensuring their responsibilities are completed
 - Responsible for charting weekly to CMJ, Earshot, and Chart Magazine and sending charts weekly to reps and CJLO executives
 - Responsible for tracking, reviewing, listing, and inputting new music into database
 - Responsible for maintenance of library and maintaining a reasonably sized new release section
 - Maintaining contact with reps, preferably on a weekly or bi-weekly basis
 - Responsible for finding record label reps and new labels
 - Ensuring on-air staff follows respective genres and content, fielding of requests, and regular communication to on-air staff
 - Responsible for initiating interviews and reviews and the collection of new promotional material from labels and reps

Music Directors (Metal, World, RPM, Jazz, Hip Hop)

- Report To: Head Music Director
- Responsibilities:
- Responsible for charting weekly to CMJ, Earshot, and Chart Magazine and sending charts weekly to reps and CJLO executives
 - Responsible for tracking, reviewing, listing, and inputting new music into database
 - Responsible for maintenance of library and maintaining a reasonably sized new release section
 - Maintaining contact with reps, preferably on a weekly or bi-weekly basis
 - Responsible for finding record label reps and new labels
 - Ensuring on-air staff follows respective genres and content, fielding of requests, and regular communication to on-air staff
 - Responsible for initiating interviews and reviews and the collection of new promotional material from labels and reps

Production Director

- Reports To: Program Director
- Responsibilities:
- Responsible for the operation and maintenance of the CJLO recording studio and equipment
 - Responsible for keeping a log of all studio activity and bookings
 - Responsible for the creation and development of production staff



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- Responsible for the approval, production quality and content of advertising, station IDs, and other on-air content in concert with the Program Director and Station Manager
- Oversee all live sessions and approval of final edit ensuring broadcast quality standards
- Create and maintain a database of all past sessions, IDs, ads, etc.

Promotions Director

Reports To: Station Manager

- Responsibilities:
- Oversee all CJLO promotional events
 - Work to develop strong relationships between CJLO and other Concordia bodies as well as the development of partnerships within the community
 - Ensure the growth and representation of the CJLO name within Concordia and Montreal
 - Continual development of new promotional initiatives and events
 - Oversee all promotions staff
 - Produce all promotional materials (business cards, flyers, etc.)
 - Develop and foster relationships with the media, venues, artists, record labels, and other interest groups

Fundraising Director

Reports To: Station Manager

- Responsibilities:
- Oversee all fundraising staff
 - Work to meet the fundraising goals set out in each annual budget
 - Coordinate and execute fundraising activities
 - Develop partnerships with businesses and help to build up a supply of prizes and materials for funding pledges and raffles
 - Cultivate relationships with the University to help increase potential funding sources
 - Plan and execute annual funding drive
 - Continue to develop new fundraising initiatives and goals

News Director

Reports To: Program Director

- Responsibilities:
- Compile list of news events for readers (3 times per week)
 - Manage news team
 - Develop partnerships with Concordia Journalism and Communications Departments
 - Work with Production Director to develop a team of producers



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Magazine & Web Content Director

- Reports To: Station Manager
- Responsibilities:
- Develop relationships with promoters, venues and film companies
 - Obtain access to events for review
 - Inform staff of upcoming review opportunities
 - Edit and upload all material to be added to the magazine, website & new media platforms
 - Continuously develop new content for all new media platforms and website

Community Calendar Editor

- Reports To: Program Director
- Responsibilities:
- Compile list of community events for the calendar (bi-weekly)
 - Mail list to readers to have recorded and produced (weekly)
 - Record and edit the calendar, in case of others' absences
 - Contact both on and off-campus groups to advise them regarding the calendar and how to make submissions

Volunteer Coordinator

- Reports To: Station Manager
- Responsibilities:
- Seek out volunteers for various departments
 - Coordinate volunteer activities as per station and department need
 - Develop incentives to increase volunteer activity
 - Work with department directors to develop department teams

Campus Outreach Coordinator

- Reports To: Station Manager
- Responsibilities:
- Develop and maintain relationships within the University community
 - Coordinate on-campus cross-promotions and work to increase CJLO's visibility on campus
 - Coordinate Orientation activities and develop at beginning of the academic year

Librarian

- Reports To: Station Manager
- Responsibilities:
- Categorize and maintain library

Archivist

- Reports To: Head Music Director
- Responsibilities:
- Maintain database and library and ensure rotation of new to old releases



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Appendix C – Participation Fee

Preamble: All non-student members of all University student groups are required to pay a \$15 participation fee.

Definition of non-student: Non-student members include all community members, students from other Universities, and Continuing Education students.

Explanation: All undergraduate and graduate students of Concordia University pay in to CJLO as part of their student fees. Because non-student members are exempt from such a fee by not being students, all non-students shall pay the same fee so that the organization in question remains a legitimate student organization which is financially equal across all members.



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Appendix D – CJLO On-Air Rules & Regulations

By taking the position as a DJ at CJLO, you will be acting as a representative of CJLO and Concordia University. As such, you are asked to abide by the following rules and regulations to ensure that the utmost level of quality is upheld at all times. These rules have been established to maintain the level of professionalism and quality programming that the station continues to live up to. The Rules and Regulations comprise all of those contained in the Criminal Code of Canada, the Canadian Charter of Rights and Freedoms, the Canadian Radio-television and Telecommunication Commission (CRTC) Radio Broadcasting guidelines, the Code of Rights and Responsibilities, and CJLO station rules listed subsequently.

1. Broadcasting Regulations & Guidelines
2. Disciplinary Action
3. Categories

SECTION ONE: Broadcasting Regulations & Guidelines

1. The format of your show must be established with the program director before your first broadcast. You are required to play content that corresponds to the format agreed upon. If you would like to make changes to the format of your show, you are expected to notify the program director and receive his or her consent.
2. All spoken material broadcasted by the DJ must not violate any obscenity statutes listed in the Radio Broadcast guidelines of CRTC. This includes any live talk spots, interviews and guest, spoken word or comedic pieces, or previously recorded material.
3. The following will not be tolerated when on the air:
 - a. Slander of the station (CJLO) or any member of CJLO;
 - b. Promotion of drug or illegal substance use;
 - c. Promotion or participation in any illegal activities;
 - d. Inappropriate and/or vulgar sexual language;
 - e. Hate speech against any group or person.
4. All shows must comprise a mandatory minimum of Canadian material, as is outlined and specified by the CRTC policy on campus/community radio stations.
 - a. Popular Music (Rock, Electro, Metal, Country, Urban, etc) – 30%
 - b. Specialty Music (Jazz, Blues, World, and Folk) – 10%
 - c. Talk – N/A
 - d. CanCon Exempt – N/A



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5. All shows must conform to the CRTC guidelines concerning the type of music allowed to be played on a campus/community radio station. As such, commercial content is to be kept at a maximum of 10% of all material broadcast. What qualifies as commercial music is largely decided on a case by case basis solely by CJLO management. Guidelines for the definition of commercial content include:
 - a. Songs that have been listed in the top 40 positions of the Billboard Hot 100 Singles and The Canadian Hot 100 Singles in the past 25 years;
 - b. Songs of any era that are immediately recognizable by the general public;
 - c. Artists from any era who were largely commercially successful or popular.
6. All shows must complete a playlist detailing material played, including all music, spoken word (live and recorded), station ids, advertisements, and other promotions, for every show within 24 hours of the show's end. The form of the playlist will be decided by CJLO management.
7. Broadcasting of unauthorized material is forbidden. Such material includes previously broadcasted material from another radio station, commercial broadcasts produced or aired by someone other than the DJ, unauthorized public service announcements, advertisements or endorsements, unauthorized copywrited material, and any other material that has not been authorized by management.
8. All recordings of broadcasts, shows, sessions, and events held by CJLO are the property of CJLO. No recordings of broadcasts, shows, sessions, or events are to be used with out the explicit consent of the CJLO management.
9. All advertisements and/or promotions must be approved by CJLO management before airing.
10. If you are unable to make your show, it is your responsibility to notify the Program Director at least 48 hours in advance. DJ's can do this either by e-mail, phone call, or in person. Emergencies, however, are exceptions and will be treated as such.
11. As common courtesy, all DJ's are required to arrive at least 15 minutes before their show begins to ensure a smooth transition and no overlapping programming. DJs are required to be available for 10 minutes after their show to finish all required duties.
12. DJs are expected to read the DJ booth message board before every show. DJs are also expected to have a valid email address and check it regularly and thoroughly, as email is the primary form of communication between CJLO management and DJs.



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13. DJs must do a visual check of all the equipment before and after the show. DJs must also leave the equipment in a proper state of usability when leaving the station, which includes turning off equipment no longer in use, resetting controls to the default set up, and replacing protective covers on the equipment.
14. DJs are required to play news, ads, promos, and PSAs at the scheduled time, as determined by the Airplay Schedule and the Ad Schedule.
15. DJs are required to provide station identification in every talk spot and program identification every 30 minutes.
16. DJs are expected to maintain a certain level of professionalism, which means that all broadcasts are to
 - a. contain well thought-out material;
 - b. avoid awkward pauses, bad transitions, and dead air;
 - c. keep talk spots to a maximum of 10 minutes (talk shows excluded).
17. Cell phones must be turned off or put on silent/vibrate mode. DJs cannot answer their phone while on-air. This also applies to guests and visitors in the booth.

SECTION TWO: Disciplinary Actions

1. If a DJ violates any of the rules or regulations, they may be issued a warning, be suspended, or have their show removed from the schedule, depending on the severity and frequency of the violation(s).
2. Not all violations will result in the same disciplinary action (see SECTION FIVE for a breakdown of the categories of rule violations.) Repeated violations will result in increasingly severe disciplinary action.
 - a. Category 1: Verbal Warning
 - b. Category 2: Written Warning
 - c. Category 3: Immediate Dismissal
3. Three Strikes: Upon receiving a third written warning, the recipient's show will be removed from the schedule. Verbal warnings do not count towards this total.



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SECTION THREE: Categories

Certain violations are viewed by CJLO to be more severe than others. CJLO management will deal with multiple violations in specific areas separately. The following is a list of infractions and the penalties a DJ will face when caught committing them:

Category 1

- Playing music not corresponding to your format (1 – 1)
- Slander of the station, promotion of illegal substance use or illegal activities, and inappropriate sexual language (1 – 3a, b, c, d)
- Failing to meet minimum Canadian content requirements (1 – 4)
- Playing commercial music (1 – 5)
- Broadcasting copyright / unauthorized materials (1 – 7)
- Playing none approved advertisements and/or promotions (1 – 9)
- Failing to keep informed (1 – 12)
- Leaving equipment on, set up incorrectly, or improperly stored (1-13)
- Failing to play ads, promos or PSAs at the specified times (1-14)
- Failing to properly identify the station and current program (1-15)
- Failing to remain professional while representing CJLO (1-16)
- Ringing cell phones heard on the air (1-17)

Category 2

- Using foul language on the air (1 – 2)
- Failing to keep a playlist (1 – 6)
- Missing a show (1-10)
- Arriving late for a show, or leaving early (1-11)

Category 3

- Smoking or consuming alcohol or illegal substances at CJLO (CJLO Constitution-Appendix A)
- Defacing or stealing CJLO or Concordia University property (CJLO Constitution-Appendix A)
- Broadcasting of hate speech (1 – 3e)
- Assaulting or harassing another person at CJLO (Concordia Code of Rights and Responsibilities)
- Participating in illegal activity at CJLO (Canadian Criminal Code)



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Acknowledgement of On-Air Rules and Regulations

Full name: _____

E-mail address: _____

Phone number: (_____) _____ - _____

Show name: _____

Show type: _____

If you are a current student at Concordia, please provide:

Student number: _____ Current year: _____

I, the undersigned, have read, agreed, and understand the "Radio Station Rules and Regulations" as outlined in this package. I understand that failure to comply with any rules stated within, in part or in whole, may result in the disciplinary action listed in section FIVE, or otherwise taken by Concordia University. This acknowledgement charges me with the responsibility of a DJ at CJLO and all the privileges and restrictions that title entails.

DJ

_____/_____/_____
Date

Program Director / Station Manager

_____/_____/_____
Date



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Appendix E – CJLO Purchasing Policy

1. Approved suppliers should be given priority when making purchases
2. A quote must be submitted from at least one approved supplier for before any purchase can be accepted
3. If a quote from a non-approved supplier is submitted, a quote from an approved supplier must also be submitted before any purchase is accepted
4. A supplier can become approved at the discretion of the Station Manager after having done business with said supplier on at least one occasion
5. The approved supplier list is for internal use only. At no time should anyone other than CJLO Executives and Assistants be granted access to the list



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Appendix F – Evaluation Methods

Employee Review

Employee's name:

Competencies ratings

PERFORMANCE RATINGS

Low (1) Unsatisfactory – Not meeting minimum requirements; quality and quantity of work are below expected; significant short term improvement is required for continued employment in the current position with the understanding that additional coaching, including the use of a formal performance improvement program will be necessary.

(2) Needs improvement – Meets minimum requirements for the position but less than normally expected; performance is expected to improve.

(3) Meets job requirements – Good performance in meeting objectives; the employee is performing in a full, competent and satisfactory manner; errors are few and seldom repeated; requires normal supervision and follow-up; completes regular work and projects on schedule.

(4) Exceeds job requirements – Accomplishing more than expected; each project or job is done thoroughly and completely; requires only occasional supervision and follow-up; does own planning, anticipates problems and takes appropriate action; can take on extra projects and tasks without defaulting in other areas.

High (5) Outstanding – Recognized as a real expert in this job; performance at a level rarely achieved by others; all work is accurate, thorough and completed in a timely manner; continually exceeds expectations; shows unusual initiative and is a self-starter; takes the best approach to getting the job done.

Not applicable (NA) – The task, job function or competency under consideration does not apply to this candidate; or this designation could serve for the tasks, functions or competencies that do apply to the candidate, but it is too soon to tell how the candidate is performing.



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Competency	
1. Job Knowledge	Rating:
Examples of associated sub-competencies: <ul style="list-style-type: none"> ▪ Performs required tasks and work assignments. ▪ Exhibits ability to learn and apply new skills. ▪ Works autonomously. ▪ Shares job knowledge willingly. 	
Examples of behaviour, comments	

2. Productivity	Rating:
Examples of associated sub-competencies: <ul style="list-style-type: none"> ▪ Prioritizes and plans work activities. ▪ Balances short-term demands with long-term perspective. ▪ Demonstrates organizational awareness. ▪ Demonstrates accuracy and thoroughness. ▪ Resilient in the face of setbacks and resistance. ▪ Meets established deadlines. ▪ Adapts positively to change. 	
Examples of behaviour, comments	

3. Commitment	Rating:
Examples of associated sub-competencies: <ul style="list-style-type: none"> ▪ Commits to doing the best job possible. ▪ Demonstrates accountability. ▪ Adheres to fiscal policy and acts responsibly. ▪ Demonstrates a high level of motivation. ▪ Meets attendance and punctuality requirements. 	
Examples of behaviour, comments	

4. Communication	Rating:
Examples of associated sub-competencies: <ul style="list-style-type: none"> ▪ Exhibits active listening and good comprehension skills. ▪ Provides clear and relevant verbal expression. ▪ Provides clear and relevant written expression. ▪ Demonstrates effective presentation skills. ▪ Uses a range of influencing and communication styles. ▪ Gives and welcomes feedback in an honest and open manner. 	
Examples of behaviour, comments	



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5. Teamwork	Rating:
Examples of associated sub-competencies:	
<ul style="list-style-type: none"> ▪ Works collaboratively with colleagues and across organizational lines. ▪ Balances team and individual responsibilities. ▪ Exhibits objectivity and openness to others' views. ▪ Builds team spirit and the drive to achieve within the group. ▪ Conducts self respectfully towards peers. 	
Examples of behaviour, comments	
6. Problem Solving/Decision Making	Rating:
Examples of associated sub-competencies:	
<ul style="list-style-type: none"> ▪ Identifies problems in a timely manner. ▪ Demonstrates analytical skills. ▪ Anticipates obstacles and plans ways to deal with them. ▪ Makes timely and educated decisions. ▪ Evaluates decisions and learns from mistakes. 	
Examples of behaviour, comments	
7. Initiative/Innovation	Rating:
Examples of associated sub-competencies:	
<ul style="list-style-type: none"> ▪ Looks for and takes advantage of opportunities. ▪ Generates new ideas; thinks “outside the box”. ▪ Aligns initiatives with organizational priorities. ▪ Reviews and improves business and personal processes, challenges the status quo. ▪ Moves ideas to action. 	
Examples of behaviour, comments	



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8. Planning/ Management	Rating:
Examples of associated sub-competencies:	
<ul style="list-style-type: none"> ▪ Determines objectives and strategies. ▪ Focuses on achieving results. ▪ Plans projects and allocates resources. ▪ Implements projects on time and within guidelines. 	
Examples of behaviour, comments	
9. Inspiring Others	Rating:
Examples of associated sub-competencies:	
<ul style="list-style-type: none"> ▪ Leads with enthusiasm and high energy. ▪ Fosters a climate of openness and honesty. ▪ Motivates and mobilizes others in support of change. ▪ Leads by example and demonstrates professionalism and integrity. ▪ Empowers team members with the appropriate amount of responsibility. ▪ Negotiates effectively. ▪ Fosters positive employee morale. 	
Examples of behaviour, comments	
10. Financial	Rating:
Examples of associated sub-competencies:	
<ul style="list-style-type: none"> ▪ Prepares and justifies operational budget. ▪ Plans, administers and monitors expenditures according to budget. ▪ Monitors, oversees and manages revenue-generating activities. 	
Examples of behaviour, comments	

General comments

Instructions

Use this section to talk about:

- employee strengths and weaknesses?
- how did the year go, what was great, what wasn't?
- any ideas or concerns about the coming year?
- how did the review process go?
- what could be done differently?
- anything that you'd like to talk about that didn't get covered during the review?



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Appendix G – Sales Policy

On Air

- CJLO will advertise for the Student body
- CJLO will advertise for the Montreal community at large
- CJLO will advertise with larger companies (i.e. Rogers, Staples) if they reflect the student body
- CJLO however will not advertise for the following companies on air:
 - Large multinational corporations.
 - Alcohol and tobacco companies.

External CJLO Events

- We will allow sponsorships from alcohol companies.
- No sponsorships from tobacco companies.

Advertising Contract

- Advertisers must sign the CJLO Advertising Contract stipulating the terms & conditions of the advertisement/sponsorship prior commencing advertising or sponsorship (monetary or not)

Invoices

- Paying advertisers will receive an invoice after signing the CJLO Advertising contract
- Payment is due within 30 days of billing

Payments

- CJLO accepts payment in cash, cheques and money orders (made out to Concordia Student Broadcast Corporation)

Delinquent Payments:

- After 30 days of non-payment CJLO will call advertisers for payment
- Contracts with smaller amounts that cannot be collected, CJLO will write it off
- Contracts for larger amounts CJLO will send a collection agent to collect amount owing