

# Governance and Policy Manual



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## Preamble

This policy manual should be read as a document that is supplemental and subject to the BCPFA Bylaws. To the extent of any conflict between the terms and provisions of this manual and the Bylaws, the Bylaws shall take precedence and shall prevail in all instances.

Whereas the Bylaws set out the parameters within which the Board must operate, this manual is intended to provide addition guidance and best practices that the BCPFA Board of Directors is expected to follow outside of extraordinary circumstances.

## Definitions

All capitalized terms used but not defined in this manual shall have the respective meanings given to them in the Bylaws. The following terms have been used throughout this manual:

**Appointed Representative:** an individual with specific expertise who is appointed by the Board to serve on a Board Committee;

**BCPFA Staff:** the Executive Director and staff employed or contracted to provide services to the BCPFA;

**Committee:** means any Board Committee or Operational Committee, and "Committees" means more than one of them;

**Purpose:** means the BCPFA purpose as stated

**League:** a regionally focused organization that is provides football programs and services to BCPFA affiliated clubs;

**Stakeholder:** includes (but is not limited to) different levels of government, sports associations, organizations and agencies, and individuals that are not Members but currently or potentially have an interest in football.

**Term:** as it applies to an elected Director's time on the Board, means a period commencing on the date of the Annual General Meeting at which the Director is elected and ending on the date of third Annual General Meeting occurring after the Director's election.

**Purpose:** the purpose of the British Columbia Provincial Football Association is to grow, develop and manage the sport of football in all its forms (tackle, flag, touch) in the Province of British Columbia.

Governance is defining expectations, delegating authority, verifying performance, and adhering to legal requirements, to ensure organizational success and accountability. It is the expectation that the Board will maintain high standards of ethical behaviour in acting as guardians of the reputation and integrity of the organization and the sport. Ethical behaviour is underpinned by the following governance principles:

- commitment to purpose and guided by strategic plan;
- clarity of roles and responsibilities;
- effective financial control;
- sound human resources management; and
- transparency and accountability for outcomes and results.

In addition, the BCPFA has identified the following as principles central to our organization:

- commitment to ongoing risk and opportunity assessment; and
- diversity of skills and perspectives on the Board.

This manual provides the framework for the Board to serve the Members and Stakeholders.

## Aim of This Manual

The aim of this manual is to:

- clarify the organizational purpose, key metrics, structure, policies, and procedures of the BCPFA;
- provide clear guidance regarding the respective roles and responsibilities of the Board, Committees, the Executive Director, and BCPFA staff;
- outline the key stakeholder relationships required to make the Purpose achievable.
- orient new Board members to their role;
- reference all documentation which collectively forms the BCPFA's governance structure; and
- define the Board's contribution to the advancement of football in British Columbia

## Hierarchy of Governance Instruments

There is a hierarchy of governance instruments by which the BCPFA must abide. Federal and provincial legislation, the Bylaws and Regulations of Football Canada and, and the BCPFA's

Constitution and Bylaws have precedence over Board policies and directives (including those set out in this policy manual).

LEVEL OF HIERARCHY	ENTITY RESPONSIBLE	DETAILS
1.1	Federal and BC Legislation	There are several Acts and subordinate regulations by which the BCPFA must comply; the main and primary Act is BC's Societies Act.
1.2	Football Canada Bylaws	As a voting member of Football Canada, the BCPFA is required to comply with the conditions of membership specified in the Football Canada Bylaws.
2.1	BCPFA Constitution	Under the BC <i>Societies Act</i> , the BCPFA's Constitution gives the organization the powers to pursue the stated purpose.
2.2	BCPFA Bylaws	The Bylaws set out the rules by which the BCPFA is governed and the structure of the Board and the organization. The Bylaws can only be changed by a member vote at an AGM or SGM.
3.1	BCPFA Governance Policy Manual	This manual provides the framework for the Board to serve the Members and Stakeholders. It references all governance policies approved by the Board, and resolutions adopted by the Members at the AGM. It also outlines the relationships between the Board, Executive Director and Committees.
3.2	BCPFA Operations Manual	This manual encompasses all operating policies approved by the Executive Director and Board. It also outlines the relationships between the Board of Directors (or Executive Committee) and/or Executive Director with the Operational Committees.

# Change Process

The contents of this manual are meant to be frequently reviewed and refined. Proposed changes, which may be made by any Director or the Executive Director, are to be referred to the Chair of the Governance Committee for review and recommendation by the Governance Committee before being submitted to the Board for final review and/or approval.

## 1. Purpose and Key Metrics

### 1.1 BCPFA Purpose

To grow, develop and manage the sport of football in British Columbia by undertaking such roles, functions, responsibilities and actions, including establishing policies, strategies, implementation plans, services, relationships and communications campaigns, to best serve that purpose.

### 1.2 Purpose Definitions

#### **As Many As Possible**

Grow the number of players, coaches, referees, and other participants, contributors and supporters.

#### **As Many As Possible**

Retain athletes, coaches, officials, and volunteers

#### **In the best possible environment**

Improve the quality of players, coaches, referees, and other participants, contributors and supporters. Develop club and competition standards that promote participation at all levels in as many communities as possible

### 1.3 Key Metrics

Key metrics provide reliable and measurable information that tracks short- and long-term progress towards achieving goals and benchmarks. These metrics be measured and communicated throughout the organization commencing in the 2022 playing year.

Track players, coaches, referees and other contributors in BC by age, gender, region and club for the following:

- Total numbers.
- Retention rate.

Development Metrics: track the progress of players, coaches, referees and other contributors in BC by age, gender, region and club for the following:

- Player: selection to national team, selection to NCAA or USport University/Colleges teams, drafting to CFL or NFL
- Coaches: # of annual NCCP certifications
- Officials: # of referees certified to officiate in football

Environment: track the support provided to players, coaches, referees and other contributors:

- Adoption of club charter program
- # of Clubs who appointment of Club Technical Lead/Technical Director
- Frequency clubs host/offer development clinics for coaches
- # of Clubs formally adopting the LTAD model

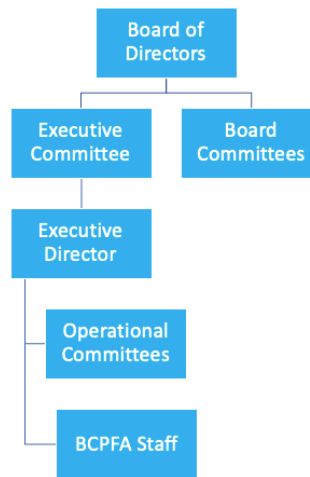
## 2. Organizational Structure

### 2.1 BCPFA Structure

In 2022, the BCPFA membership approved a substantial change to the organizations blaws that saw clubs become direct members of the organization. This change in the BCPFA's organizational structure has been designed to help ensure the BCPFA is able to achieve the stated purpose of the organization.

The BCPFA is led by a Board of Directors that are elected by the Voting Members and/or appointed by the Board on an interim basis. To deliver the Purpose, the Board may delegate responsibilities along four areas of function:

- Policy – Establishing clear, compliant and fit-for-purpose guidelines that govern the decisions and actions of the Board, Committees, BCPFA Staff, Members and Stakeholders.
- Strategic – Leading the direction, design, and sustainability of the BCPFA while anticipating future challenges and opportunities.
- Implementation – Managing plans and actions to implement strategic initiatives while resolving immediate challenges and opportunities.
- Operational – Utilizing skills, techniques, expertise, and character to deliver the outcomes of strategic plans.



Further details on the Board and Committees are provided in the next three parts of the Manual.

### 3. Board of Directors

#### 3.1 Board of Directors Composition

The Board should comprise no fewer than three and no greater than nine Directors, each elected to serve a Term. The Board may add Interim Directors to provide expertise or fill a casual vacancy, whose term on the Board will extend no longer than the next held Annual General Meeting (AGM).

In accordance with section 6.2(a) of the Bylaws, to the extent it is reasonably practical with available volunteers, Board composition will reflect diversity of personal and professional perspectives, including diversity in genders, ages, regions, ethnicities, expertise, game variants, and levels of sport.

In accordance with section 6.2(b) of the Bylaws, to the extent that it is reasonably practical, the Board will hold qualifications, expertise and/or high-level experience in the following areas:

- Organizational Leadership
- Canadian and/or British Columbian Law
- Education
- Sport Administration
- Not-for-profit organizations
- Finance and Accounting



- Risk Management and/or Insurance
- Marketing, Public Relations and/or Communications
- Sponsorship and/or Fund-raising

A detailed role description of a director can be found in Appendix 2.4.

### 3.2 Governing Style

The Board collectively and as individual Directors will govern the BCPFA according to the following principles:

- Strategic leadership
- A long-term focus on the future of football throughout BC.
- Ongoing monitoring of key growth, development, and management metrics.
- Ongoing attention to emerging external influences, risks, and opportunities.
- Open, timely, and clear communications with Members and Stakeholders.

### 3.3 Roles and Responsibilities

The role of the Board is to provide strategic leadership and stewardship to football in British Columbia. In that regard, each Director accepts the following responsibilities:

- advocating for growing, developing, and managing the sport of football in BC;
- developing the Purpose and other organizational policies, and metrics, and monitoring their relevance and effectiveness;
- contributing to, reviewing, and approving the strategic plan;
- reporting organizational progress to the Members;
- managing key Stakeholder relationships;
- advancing organizational image and identity;
- providing ongoing financial leadership;
- developing the expertise of Board members;
- proactively managing emerging risks and opportunities;
- ensuring compliance with applicable laws;
- appointing, advising, mentoring and evaluating the Executive Director;
- attend all Board Meetings and attend all general meetings with Members, including the AGM;
- be an active member of at least one Board Committee; and
- dedicate at least 60 hours/year to Board initiatives.

### 3.4 Officers of the Board

At a Board meeting at least one month prior to the AGM, the Board may nominate the Officers

of the Board for the upcoming year: a President Vice-President and Treasurer. Information about nominated Officers should be circulated with the nomination package to the membership. At the first Board Meeting following the AGM, the elected Directors will appoint the Officers.

#### 3.4.1 President

In accordance with the Bylaws, the President shall preside at all meetings of the organization and of the Directors and shall supervise the other Officers in the execution of their duties. A detailed role description of the President can be found in Appendix 2.1.

#### 3.4.2 Vice President

In accordance with the Bylaws, the Vice-President shall carry out the duties of the President during the President's absence.

#### 3.4.3 Treasurer

In accordance with Bylaws, the Treasurer shall be responsible for overseeing the maintenance and keeping of the financial records of the organization, including books of account, so as to comply with the BC Societies Act; and for rendering financial statements to the Directors, Members and others when required. A detailed role description of the Treasurer can be found in Appendix 2.3.

### 3.5 Directors Code of Conduct

The Board is committed to ethical conduct in all areas of its responsibility and authority. To ensure full compliance, each Director is required to sign an Annual Declaration Form (Appendix 2.6), acknowledging they have read the Code of Conduct (Appendix 2.5) and agree to abide by its provisions.

### 3.6 Board Eligibility

The Governance Committee will identify qualified individuals to recommend as Directors, following the rules outlined in Section 6 of the Bylaws. Candidates must have the time and inclination to contribute to the Purpose. Upon election or appointment to the Board, the new Director must relinquish the Presidency or equivalent senior executive position in a Voting Member organization.

### 3.7 Board Director Nomination Process

Directors are elected by the membership at the AGM and there are two ways an individual can

be nominated for election to the Board of Directors:

- The Governance Committee identifies nominees and recommends them to the Board each year; or
- An individual can also self-nominate or be nominated in writing signed by the nominee, one Voting Member, and at least six individual Members.

The Governance Committee will declare its nominees at least 28 days prior to the AGM. A Member-initiated nomination letter must be received by the Governance Committee Chair no later than 21 days prior to the AGM. Each candidate must meet the requirements outlined in Bylaw 6.2.

### 3.8 Board Orientation

Prior to the first full Board Meeting following the AGM, each new Elected Director will complete the orientation tasks outlined on the Board orientation checklist. A sample checklist

is included in Appendix 2.7. They will also attend the new Director orientation, hosted by the President and Executive Director.

### 3.9 Board Meetings

The Board will meet at least eight times a year, typically in June, July, September, November, January, February, April, and May. Additional Board meetings may be called, as required. Directors are expected to prepare for and attend all Board meetings. Any meeting materials circulated in advance of the meeting should be read prior to the meeting.

The following will be the procedures for Board Meetings:

- The Board Secretary will distribute to the Directors a draft Board Meeting calendar for the next 12 months at the first meeting following the AGM. It will include suggested dates for Board Committee meetings.
- At the first meeting, the Board will ratify meeting dates for the rest of the year.
- Committee Chairs, BCPFA Staff, and other Directors will submit proposed agenda items to the President at least two weeks prior to each Board Meeting.
- Each Board and Committee agenda will include public and 'in camera' aspects of the meeting.
- The Executive Committee (if formed) will create and distribute the meeting's public and 'in camera' agendas at least one week prior to the meeting. The meeting agendas will provide details of motions, resolutions, and discussion/information items.

- Time may be allocated prior to meetings for guest presentations or Board training activities.
- The President will chair the meeting and will do so, as appropriate for the meeting, with reference to Roberts Rules of Order. Once a quorum is determined, the meeting will start promptly. The President will ensure discussions remain focused on the topics of the agenda.
- After reviewing the agenda at the start of the meeting, Directors will declare any conflicts of interest and will recuse themselves when that agenda item is being discussed.
- Meetings will be managed to foster dialogue over debate, with the goal to expand individual and collective understanding of the issue or decision.
- To the extent possible, voting should be via a simultaneous show of hands by all eligible to vote. In the event of a tie, the motion or resolution is defeated.
- Minutes from the public aspects of the meeting will be authorized and posted within ten business days of the meeting.

## 4. Board Committees

Board Committees are advisory groups assigned by the Board to be responsible for the governance, policies or strategic development of a key function, project or program. There are three types of Board Committees: a Standing Committee; a Sub-Committee; or an Ad Hoc Committee.

Board Committees are advisory in nature and report to the Board on a regular basis. Each Board Committee is Chaired by a Director and operated by committee members that are approved by the Board. When required, the Executive Director or their designate will join a Board Committee.

Any Director or Appointed Representative with relevant skills or experience can occupy a Board Committee seat with two exceptions. The Executive Committee is made up of the

Officers of the Board and the Executive Director, while the Appeals Committee remains independent from the Board.

### 4.1 Standing Board Committees

Standing Board Committees are permanent Board Committees intended to consider all matters pertaining to a designated subject on an ongoing basis. The following are the Standing Committees of the Board of the BCPFA.

#### 4.1.1 Executive Committee

Membership consists of the Officers of the Board and the Executive Director. The Executive Committee is responsible for developing Board agendas, Board – Executive Director relations, Executive Director performance reviews and assisting the Executive Director in time-sensitive decisions between Board Meetings. The Executive Committee should meet on an as need basis.

#### 4.1.2 Finance Committee

Chaired by the Treasurer with membership extended to the President, the Executive Director, and any other individual with relevant skills or experience and who complies with the relevant BCPFA Policies.

Responsible for assisting the Board in:

- Reviewing the annual budget process and assumptions, and recommending the annual budget to the Board;
- Monitoring the financial and budget performance, evaluating management’s response to variances and recommending actions to address variances where risk and exposure is high;
- Overseeing the integrity of the organization’s financial statements and the organization’s accounting and financial reporting processes and financial statement audits; and
- Overseeing compliance with legal and regulatory requirements associated with financial reporting and disclosure.

#### 4.1.3 Governance Committee

Chaired by a Director (preferably, but not necessarily, the Vice-President) with membership extended to any other individual with relevant skills or experience and complies with the relevant BCPFA Policies.

Responsible for supporting the Board of Directors by:

- Overseeing governance structure, policies and procedures;
- Recommending nominees to the Board that sustain and enhance its composition requirements;
- Conducting a succession planning process for the board chairperson and other board leaders;
- Orienting and educating members of the Board; and
- Managing the Board's annual performance review, including individual reviews.

#### 4.1.4 Stakeholders Committee

Chaired by a current or past Director with membership extended to individuals with relevant skills or experience and compliance with BCPFA Policies. At least one Director should be on the Committee.

Responsible for assisting the Board of Directors by:

- Developing strategic relationships that support the Purpose;
- Assisting the Board with the development of stakeholder engagement strategies and guidelines;
- Overseeing the development and implementation of a stakeholder engagement and retention program;
- Assessing and improving the effectiveness of stakeholder engagement and retention practices; and
- Proposing policies and procedures that enhance stakeholder relationships and the reputation of the BCPFA.

#### 4.1.5 Appeals Committee

Membership of the Appeals Committee is extended to individuals with relevant skills or experience and are not Directors of the Board, nor members of any other Committees. The Appeals Committee governs the process and procedure for hearing of appeals and/or complaints. Any person or Member Club may present an appeal against a decision that directly affects them as outlined in the Appeals Policy.

#### 4.2 Sub-Committees

As required, Sub-Committees may be formed to deal with a specific issue as it relates to a Standing Committee. The Standing Committee may make a formal request to the Board for the creation of the Sub-Committee. The Board must approve the Sub-Committee Charter. Upon completion of dealing with the specific issue, the Sub-Committee should be dissolved by Board.

#### 4.3 Ad Hoc Committees

If a specific issue needs to be addressed that doesn't naturally fall under a Standing Committee, the Board may create an ad hoc committee to address that issue. The Board must approve the Ad Hoc Committee Charter. Upon completion of dealing with the specific issue, the Ad Hoc Committee should be dissolved by Board.

### 5. Management

#### 5.1 Management Committees

Operational Committees are advisory groups assigned by the Executive Committee or Executive Director to be responsible for an implementation or operational function, project, or program, by providing expert guidance and support. The Executive Director is responsible for determining the necessity of each operational committee and the roles and responsibilities of each such Committee.

The Board is responsible for approving Operational Committee charters and appointing the chair of each Operational Committee. Operational Committees report directly to the Executive Director and may not exercise authority over an assigned staff member.

#### 5.1.1 Competitions Committee

The Board shall approve the composition and Chair(s) of the Competitions Committee. Membership of this Committee is extended to representatives that reflect the diverse nature of BCPFA competitions, including senior and age-grade. This Committee shall oversee all BCPFA competitions and events, and monitor and improve their individual and collective effectiveness to grow and develop football. The Committee will provide expertise and perspectives on inter-Club competitions for youth and adults across all regions. The Executive Director will be a member of this Committee. Whenever possible, a BCPFA staff person will be appointed to serve as operational support to the committee.

The Committee provides advice and support by:

- Ensuring BCPFA competitions individually and collectively support the growth and development of football in BC;
- Setting and regularly reviewing the Rules of Competition for all BCPFA competitions and events adhering to the principles of player welfare, fair play, long-term player development and inclusiveness;
- Ensuring the appropriateness of the competition seasons, set against the context of variable weather seasons, academic years and any other factors that impact the player and/or the Club; and
- Providing direction on the development of invitational competitions to bring high-quality competition to BC and monitoring the effectiveness of individual event working groups.

#### 5.1.2 Discipline Committee

The Discipline Committee is formed in accordance with the Bylaws. The Board shall approve the composition and Chair of the Discipline Committee. Whenever possible, a BCPFA staff person will be appointed to serve as operational support to the committee.

The Discipline Committee supports the BCPFA by:

- Providing fair and timely rulings on individual, team, club, and any other Member's compliance to the Rules of Football and Rules of Competition for BCPFA competitions and events; and
- Maintaining a record of all rulings made by the Committee.

### 5.1.3 Player Welfare Committee

A seat on the Player Welfare Committee is open to any person and positions will be publicly advertised and recruited based on required skills and experiences relevant to the Committee's responsibilities and in line with the BCPFA policies. Whenever possible, a BCPFA staff person will be appointed to serve as operational support to the committee.

The Player Welfare Committee supports the BCPFA by:

- Providing expert, qualified advice on world-leading, best practices to ensure the safety and welfare of all football players;
- Making recommendations on programs, platforms, campaigns and policies that ensure the safety and welfare of all football players;
- Supports BCPFA by providing guidance and advice in developing best practices and policies resources for Member Clubs and therapists registered with Member Clubs to follow.

## 6. Board/Executive Director Relationship

### 6.1 General Conditions of the Relationship Between Board and Executive Director

#### 6.1.1 Board Provisions to the Executive Director

The Board will provide the Executive Director with:

- a clear organizational purpose, key metrics that measure progress to that purpose, and management policies and procedures that define organizational direction and the boundaries within which the Executive Director is expected to operate;
- a clear strategic mandate, a clear role description, explicit and achievable expectations and outcomes, regular and honest performance feedback, and recognition for well-earned achievements;
- a regular review of future risk and opportunity, and a diversity of Board expertise for advisory purposes;



- regular meetings with Board Officers, in part to assure all Board and members meetings are well-planned and relevant;
- clear reporting requirements, including the elements and regularity expected of each report;
- promptly-provided annual performance reviews based on agreed-upon outcomes established one-year earlier;
- a consistent and unified voice for the BCPFA, open and honest interactions, and a promise to be a good partner in the leadership of the BCPFA; and
- a delegation of authority to establish policies, make all decisions, take all actions, and develop all activities for the operations of the BCPFA, as long as such operations fit within the budget established by the Board and are consistent with the Bylaws and all Board policies and procedures as outlined in this manual.

6.1.2 Executive Director Provisions to the Board The Executive Director will provide the Board with:

- a deep and professional commitment to achieve the Purpose and its key metrics;
- a multi-year strategic plan that is regularly developed and updated, and designed to achieve desired results consistent with the Purpose;
- an annual operating plan that defines key operations, implementations and budgetary requirements that achieve the outcomes of the strategic plan;
- leadership of the BCPFA Staff, Members and Stakeholders in order to deliver annual operating plan outcomes;
- an annual Report of BCPFA achievements against the strategic plan;
- ongoing information regarding budgetary revenue and expenditures, key metrics, emerging issues, material achievements, and staffing or membership concerns;
- efforts to establish and maintain meaningful long-term relationships with key stakeholders to support the BCPFA's success; and
- a respect for Board members, assistance in strategic and policy decisions, open and honest interactions, and a promise to be a good partner in the leadership of the BCPFA.

6.1.3 Other Conditions of the Board – Executive Director Relationship

- The Board retains the right to change the delegated responsibilities of the Executive Director or the parameters that shape those delegations.
- Each Director recognizes her/his individual role of policy management and strategic leadership and agrees to speak with the Executive Director only

regarding strategic and implementation matters, unless authorized differently by the President.

- Situations may arise outside of the ordinary course of operations that require direct interaction between the Board and staff or stakeholders. The Board will ensure that the BCPFA Staff and Stakeholders have access to a direct channel of communication with the Board which may be relied on to address in a confidential manner concerns relating to proper adherence to policies or procedures established by the Board, breach of the code of conduct, conflict of interest, ethical issues, workplace standards, harassment, or other similar issues.
- With approval by a resolution of the Board, an Officer may delegate any duty of that office to the Executive Director, who has the discretion (but who must notify the Officer) to designate that duty to another member of BCPFA Staff. This approval can be rescinded by a resolution of the Board.

## 6.2 Roles and Responsibilities of the Executive Director

The Executive Director is the Board's primary connection to the operations of the BCPFA. Therefore, the Executive Director's performance is synonymous with the BCPFA's overall performance. The Executive Director's job description is a statement of performance expectations in three general areas:

- efficient and effective relations with the Board;
- accomplishment of the annual operating plan within the annual budget, positively impacting the strategic plan goals and objectives; and
- efficient and effective operations within the directions and boundaries established by the Purpose, key metrics, policies and procedures.

The role description for the Executive Director can be reviewed in Appendix 3.1.

## 6.3 Board Briefings

The Executive Director is expected to keep the Board well informed about material risks, changes, and developments that influence our collective ability to achieve the Purpose and achieve the outcomes of the strategic plan. This includes, but is not restricted to:

- providing regular, clear, and concise summaries of the BCPFA recent and pending activities;
- informing the Board of emerging trends in football, anticipated media coverage, threatened or pending lawsuits, and material external or internal changes;
- updating Board awareness of actual or anticipated material non-compliance of

- BCPFA policies and procedures, and providing a suggested solution to the issue; and
- responding promptly to specific information requests from the President, Committee chairs and Directors.

## 6.4 Executive Director Performance Monitoring and Review

### 6.4.1 Performance Monitoring

The purpose of performance monitoring is to determine the degree to which the strategic plan, annual operating plan, annual budget, policies and procedures, organizational operations, key relationships, and other agreed-upon goals are being accomplished. Ongoing performance monitoring enables the Board to make plan corrections based on emerging results and to recognize good work as it is being done.

Performance monitoring will be done in a variety of ways, including:

- Internal Oversight – review of performance accomplishments or challenges by a Director, Board Committee, or the Board as a whole;
- External Oversight – review of performance accomplishments or challenges by a Stakeholder or third party selected by, and reporting to, the Board;
- Executive Director Reports – review of performance accomplishments or challenges from a regularly-scheduled Executive Director report, including:
  - (i) quarterly reports on the annual operating plan;
  - (ii) monthly financial reports to the Finance Committee;
  - (iii) Executive Director updates provided at Board Meetings.

### 6.4.2 Executive Director Performance Review

The Executive Committee must provide the Executive Director with an annual performance review. It is (ideally) to be completed no later than October 30<sup>th</sup> each year. The evaluation should review the 12 months prior to the AGM and be based on the achievement of goals agreed to by the Executive Committee and the Executive Director. The Executive Director will not participate in any Board or Committee discussions regarding the review before it is completed.

The review will be developed from two perspectives: (1) the Executive Director will complete and submit a self-assessment of the prior-year goal achievements, and (2) concurrently, the Executive Committee will survey all Directors regarding the same prior-year goals. The results of these two evaluations will form the basis of the formal meeting with the Executive Director. A written Executive Director Performance Review will be provided and both parties will sign off on its findings.

The President will report the results of the review at an in camera session during the next Board meeting, including recommendations relating to the Executive Director compensation package and training. The Board will act on the recommendations. The Board's decisions will be promptly documented in a letter from the President to the Executive Director.

The Executive Director will draft a set of outcome-based goals for the year ahead, reflecting the Board's priorities and policies. These will be presented at the July Board meeting each year and provide the structure for the following year's Executive Director Performance Review.

The Executive Committee will initiate at its discretion a mid-year review, to be organized by the Vice President. This is an informal meeting of the Executive Committee to discuss progress towards achieving annual operating plan goals. All performance-related issues or changes to the Executive Director's performance goals should be documented in the minutes of the Executive Committee.

#### 6.5 Executive Director – Staff Relations

The Executive Director will hire, train, motivate, and terminate BCPFA Staff in a professional and caring fashion. BCPFA Staff compensation will be established within annually set budgets and will reflect current market conditions.

The Executive Director will conduct annual performance reviews on all BCPFA Staff. The process of review should involve annually-established work goals and outcomes, a self-assessment of achievements in each goal area, and the manager's assessment of those same goals. An informal mid-year review of performance should also occur for all BCPFA Staff.

The Executive Director will maintain an employment manual that outlines all human resources and financial policies that govern the working conditions for BCPFA Staff. It will also act as a guide for appropriate Board/ BCPFA Staff interactions. The Executive Director will monitor all interactions with BCPFA Staff to ensure that working conditions are lawful, fair and dignified. If inappropriate interactions occur, the Executive Director must immediately take steps to protect the BCPFA Staff and subsequently notify the President.

#### 6.6 Executive Director Transitions

The Board has the authority to hire, train, motivate, compensate and terminate the Executive Director. The Board may ask the Executive Committee to explore options for succession planning.

Ideally, the Executive Director provides the Board with no less than three months' notice of

her/his intent to leave the position. Similarly, the Board will ideally provide at least three-months' notice of its intent to terminate the Executive Director. The Board has the authority to appoint an interim Executive Director, if circumstances require one.

The outgoing Executive Director will be invited to participate in a formal exit interview with the President or a mutually-agreed-upon Director.

The incoming Executive Director's contract with the BCPFA will include a six-month probationary period of initial employment.

### 6.7 Executive Director Recruitment Process

If the Executive Director is being replaced, then the following steps will be followed by the Executive Committee to identify a qualified replacement:

- Identify an appropriate team to manage the recruitment process.
- Review and revise the Executive Director job description, ensuring that it reflects the BCPFA's priorities and requirements for the next five years, through consultation with BCPFA Staff, Members, Stakeholders and Directors.
- Post the job opportunity in line with BCPFA's Recruitment Policy.
- Create and alert a list of preferred candidates that would fulfill new job requirements.
- Once the deadline for application submissions has passed, create a preliminary shortlist of candidates to interview.
- Identify a team of interviewers and create a common set of interview questions that form the framework of questions for each candidate.
- Interview short-listed candidates and select 2 – 3 finalists for consideration.
- Create questions and simulations to dig deeper into the capacities of each finalists, introduce all finalists to the Board, and engage the whole Board in the final decision.
- The Board selects a candidate and a backup candidate and makes an offer to the first choice.
- The Executive Committee negotiates an agreement with the Board-selected candidate.
- Once an agreement is reached, contact unsuccessful candidates and confidentially inform the Board and staff.
- Formally announce the appointment of the new Executive Director through a press release and direct communication to key leaders (e.g. Football Canada, other Provincial Associations & Club Presidents).
- Begin the induction process of the new Executive Director to the organization.

## 7. Governance Policies

The following are BCPFA's key governance policies and current versions are all available on the

BCPFA's website.

### 7.1 Code of Conduct

The Code of Conduct applies to any and all individuals participating as players, coaches, officials, administrators, volunteers and parents and outlines the expectations for Member conduct and the processes available to the BCPFA or complainants of a breach by a Member.

### 7.2 Privacy Policy

The Privacy Policy ensures the BCPFA complies with British Columbia's Personal Information Protection Act and other applicable privacy legislation. The policy sets out how the organization may collect, use and disclose personal information of both Members and anyone from the public that interacts with our website or our services and programs.

This policy directly impacts the BCPFA's Communications Policy which is an operational policy and the responsibility of the Executive Director.

### 7.3 Gender Equity, Diversity & Inclusion Policy

The BCPFA's Gender Equity, Diversity & Inclusion Policy states our commitment to equity and diversity, that we welcome and promote the involvement of all persons in our programs and services, leadership and employment regardless of language, gender, gender identity, sexual orientation, race, ethnicity, physical ability, or marital or family status. While this policy covers all the BCPFA's governance, strategic, operational and financial policies and procedures, it does not supersede the Rules of Football.

This policy covers all the BCPFA's governance, strategic, operational and financial policies and procedures but does not supersede the policies, specifically the Selection Policy, of Football Canada.

### 7.4 Appeals Policy

The BCPFA's Appeal Rules set out the process available to Members to appeal a BCPFA decision that directly affects them.

### 7.5 Risk Management Policy

The BCPFA's Risk Management Policy sets out a consistent approach to identify, communicate, evaluate and manage risk. Risk Management is to be embedded into all levels of the BCPFA's organizational structure but the Board maintains overall responsibility and oversight.

## 7.6 Discipline Policy

The BCPFA's Discipline Policy deals with breaches of the Rules of Football.

## 7.7 Additional Policies

The Board may add further governance policies as it deems appropriate from time to time. This may include:

- Recruitment Policy
- Drug Free Policy
- Communications Policy
- Finance Policy

## Appendices

### Part 1 – BCPFA Bylaws

#### 1.1 BCPFA Bylaws

### Part 2 - The Board of Directors

#### 2.1 Role Description – President

#### 2.2 Role Description - Vice President

#### 2.3 Role Description – Treasurer

#### 2.4 Role Description – Director

#### 2.5 BCPFA Code of Conduct

#### 2.6 Annual Declaration Form

#### 2.7 New Director Orientation Checklist

### Part 3 – Executive Director

#### 3.1 Executive Director Role Description

### Part 4 – Executive Director

#### 4.1 Key Stakeholders



## Appendix 1.1 – BCPFA Bylaws

Visit [bcpfa.com](http://bcpfa.com) for the most up to date BCPFA Bylaws.

## Appendix 2.1 - BCPFA Role Description - President

### Key Responsibilities:

- Advising and collaborating with the Executive Director to drive and measure progress towards our Purpose.
- Developing and managing relationships with sponsors and other key stakeholders.
- Coordinating and chairing all Board Meetings and meetings of the members.
- Working with the Treasurer to manage budgets and meet budgetary goals.
- Coordinating and chairing regular meetings of the Executive Committee, including development of the meeting agenda.
- Working with the Governance Committee to ensure a diverse, well trained, and high-quality Board of Directors.
- Working with the Governance Committee to evaluate Board performance and sustain quality succession planning for all Board roles.
- Serving as the Board's spokesperson to local, national, and international organizations.
- Leading a continuous assessment of risk and opportunity for the BCPFA.
- Supporting the Executive Director with advice and mentorship.

### Knowledge, Skills and Experience:

- At least one year of Board experience.
- Knowledge of best practices in organizational design and executive leadership.
- Knowledge of best practices in strategic Board operations.
- A basic understanding of the diverse football community in BC.
- Demonstrated personal integrity, good judgment and discretion.
- Strong communication and conflict resolution skills.
- Experience in managing budgets and organizational sustainability.
- Experience in managing meetings.
- Availability and willingness to contribute the time and personal resources necessary to fulfil all the responsibilities of the role.

### Internal Responsibilities:

- Chair all Executive Committee, Board and Members' meetings
- Member (ex officio) of Finance, Governance and Stakeholders Committees

### External Responsibilities:

- Represent the BCPFA at Football Canada meetings.

- Maintain ongoing relations with BC Government sport organizations.
- Maintain ongoing relations with sponsors of the BCPFA.

## Appendix 2.2 - BCPFA Role Description - Vice President Term:

### Key Responsibilities:

- Carrying out all duties of the President during the President's absence.
- Collaborating with Board Committees to process emerging Committee information, motions and resolutions to the Board of Director agendas.
- Working with the Governance Committee to assure quality orientation of new Board members and a clear education plan for Directors.
- Working with the Executive Director on strategic risk assessment and management.

### Knowledge, Skills and Experience:

- Knowledge of best practices in organizational design and executive leadership;
- Knowledge of best practices in strategic Board operations;
- A basic understanding of the diverse football community in BC;
- Demonstrated personal integrity, good judgment, and discretion;
- Strong communication and conflict resolution skills;
- Experience in managing budgets and organizational sustainability;
- Experience in managing meetings; and
- Availability and willingness to contribute time and resources.

### Internal Responsibilities:

- Member of the Executive Committee
- Chair of the Governance Committee
- Alternate Chair for Board Meetings and general meetings of the members.
- Responsible for organizing annual and semi-annual Executive Director review.

### External Responsibilities:

- Represent the BCPFA at Football Canada meetings as requested by the President.
- Identify new sponsors and key stakeholders for the BCPFA.

## Appendix 2.3 - BCPFA Role Description - Treasurer

### Key Responsibilities:

- Working with the President and Executive Director to establish, monitor and achieve a balanced budget in each fiscal year.
- Providing oversight for the design and performance of the finance function including maintaining and monitoring BCPFA's financial policies, internal controls, records, including books of account, as is necessary to comply with the Societies Act.
- Working with the Executive Director on financial oversight to ensure legal and statutory compliance.
- Rendering financial statements to the Directors, Members, and others when required.
- Coordinating and chairing regular meetings of the Finance Committee, including development of the meeting agenda.
- Providing oversight on the engagement of the external auditor, including planning & delivery of the audit and the audit report.
- Providing oversight for the BCPFA's banking and cash management monitoring.
- Providing oversight for the BCPFA's risk management assessment & mitigation
- Supporting the Executive Director with advice and mentorship on financial matters.

### Knowledge, Skills and Experience:

- Knowledge of best practices in accounting, cash management, risk management and revenue usage and generation;
- Strong financial leadership, management, and financial reporting skills;
- Experience in managing budgets and organizational sustainability;
- Knowledge of best practices for effectively communicating relevant financial information to the Board and Members;
- Experience in good governance and managing meetings;
- Demonstrated personal integrity, good judgment, and discretion;
- Availability and willingness to contribute time and resources.

### Internal Responsibilities:

- Member of the Executive Committee
- Chair of the Finance Committee

### External Responsibilities:

- Represent the BCPFA at Football Canada meetings as requested by the President.

- Maintain ongoing relations with BC Government sport organizations.
- Maintain ongoing relations with sponsors of the BCPFA.
- Maintain ongoing relations with the external auditors.

## Appendix 2.4 - BCPFA Role Description - Director

### Key Responsibilities:

- Acting in the best interest of the BCPFA at all times, regardless of personal perspectives, affiliation, or circumstance.
- Collaborating with other Directors to effectively deliver the Purpose, strategic plan goals, policies, and procedures of the BCPFA.
- Regularly attending and contributing to BCPFA Board Meetings and key meetings of the members.
- Belonging and contributing to at least one of the Board Committees.
- Developing an up-to-date expertise in the BCPFA strategic plan and the organizational structure, policies, procedures, roles and responsibilities, and operations that support it.
- Providing Clubs and other Members in your region with requested information about the BCPFA.
- Advocating for members with constructive ideas that would further the Purpose and/or Strategic Plan of the BCPFA.

### Knowledge, Skills and Experience:

- A basic understanding of the diverse football community in BC;
- Demonstrated personal integrity, good judgment, and discretion;
- A preference for future planning and visioning rather than operations;
- Able to provide wise and reasoned counsel on a variety of issues;
- Expertise in at least one of the following: Organizational Leadership; Canadian and/or British Columbia Law; Sport Administration; the Education Sector; the Not-for-Profit Sector; Accountancy; Risk Management and/or Insurance; Marketing, Public Relations and/or Communications; and Sponsorship and/or Fund-Raising;
- Strong communication skills, including good listening skills and a willingness to express your point of view;
- An availability and willingness to contribute time and resources.

### Internal Responsibilities:

- Membership in at least one of the following Board Committees: Finance Committee, Governance Committee, Stakeholders Committee

### External Responsibilities:

- Represent the BCPFA at BCPFA events.





## Appendix 2.5 – BCPFA Code of Conduct

Visit [www.bcpfa.com](http://www.bcpfa.com) for the most up to date Code of Conduct.

## Appendix 2.6 - Annual Declaration Form - BCPFA Code of Conduct

### BCPFA Code of Conduct

The BCPFA is committed to leading by example, treating all individuals with respect and consideration, providing an organisation, a community and an environment that is welcoming, safe, and supportive for all Individuals to enjoy football.

#### Safety

- Enhance the safe play of football by instilling and upholding a culture of safety, injury prevention and fair play;
- Understand the symptoms of concussion and support the disclosure of those symptoms.

#### Integrity

- Consistently demonstrate the spirit of sportsmanship, sport leadership and ethical behaviour;
- Ensure adherence to the rules of football and the spirit of those rules;
- Promote football as a Clean Sport and adhere to the Canadian Policy Against Doping in

#### Sport. Respect

- At all times show respect towards officials, coaches, team support personnel, players and opponents;
- Maintain and enhance the dignity and self-esteem of individuals by treating all individuals fairly and respectfully;
- Respect the property of others and not willfully cause damage.

#### Inclusion

- Proactively invite and include all people in football, regardless of age, athletic ability, gender, ancestry, ethnic or racial origin, nationality, national origin, sexual orientation, marital status, religion, religious belief, political belief, disability or economic status.

#### Application

In accordance with the BCPFA Bylaws, this Code of Conduct applies to any Member of the BCPFA and any Director or Officer of the BCPFA. Additionally, it applies to all Individuals' conduct during or involvement with the BCPFA business, teams, programs, competitions, events and activities. Any Individual who violates this Code may be subject to discipline in accordance with the BCPFA Bylaws,

I, \_\_\_\_\_, hereby acknowledge that I have read in full, understand and will comply to the Code of Conduct as a Director of the BCPFA Board.

Signature:

Date:

## Appendix 2.7 - BCPFA Board Orientation Checklist

A new BCPFA Director will benefit from completing the following checklist prior to their first Board Meeting.

1. Read the BCPFA Constitution, Bylaws and Code of Conduct. Written confirmation to be obtained from each new board members as to completion.
2. Read the BCPFA's Governance Manual, including the role descriptions, Committee Charters, policies and procedures, and other governance items in the Appendices.
3. Attend an orientation meeting with the President, Executive Director and other new Directors to ask questions and discuss the role of the Board and Committees.
4. Communicate with the President about preferences for Committee involvement.

## Appendix 3.1 - BCPFA Role Description – Executive Director

Reports To: Board

Key Responsibilities:

- Working with the Board to provide a multi-year strategic plan.
- Planning and implementing an annual operating plan, complete with key operational responsibilities, and budgetary requirements that deliver the key metrics outlined in the strategic plan.
- Leading and coordinating the BCPFA Staff in the delivery of annual operating plan outcomes.
- Coordinating the productivity of Clubs and Teams in the delivery of annual operating plan outcomes.
- Coordinating the productivity of organizations in the delivery of annual operating plan outcomes.
- Coordinating the development and distribution to members of an annual report of the BCPFA's progress towards the Purpose and key metrics.
- Providing the Board with ongoing information regarding budget, key metrics, emerging issues, material achievements, and staffing or membership concerns.
- Providing advice and supporting the productivity of the Board and Committees.
- Working with the Board to establish meaningful long-term relationships with key Stakeholders in the success of the BCPFA.
- Leading the delivery of all other football-related operational and implementation functions that support the Purpose and that are not mentioned above.

Knowledge, Skills and Experience:

- Knowledge of, and a belief in, the Purpose.
- Experience in the development and delivery of longer-term Strategic Plans and Annual Operating Plans that are designed to achieve a defined purpose.
- Experience with hiring, managing, and inspiring an office team.
- Experience with policy development and interpretation.
- Successful experience in managing strong Board relations.
- Marketing and brand development experience.
- Strong communication and presentation skills.
- Strong skills in financial management and risk analysis.
- Skills for agenda development and meaningful meeting management.

Internal Responsibilities:

- Lead all BCPFA strategic planning and operational delivery.
- Development and delivery of the annual operating plan and annual report.
- Attend and present at all Board and membership meetings.
- Member of the Executive, Finance and Governance Committees
- Manage the BCPFA Staff team.

External Responsibilities:

- Represent at the BCPFA at Football Canada operational meetings.
- Attend Football Canada annual and semi-annual meetings with President and/or other Board representatives.
- Maintain ongoing relations with BC Government sports groups and counterpart provincial sports organizations.
- Maintain ongoing relations with sponsors and key stakeholders of the BCPFA.

## Appendix 4.1 - Key Stakeholders

### 1. BC Government

The Provincial Government provides funding for sport and sport event hosting through the Ministry of Tourism, Arts and Culture and the Ministry of Finance, specifically the Gaming Policy and Enforcement Branch. The Ministry of Tourism, Arts and Culture's support for British Columbia's sport system is routed through viaSport, who is responsible for allocating funding to Provincial Sport Organizations (PSOs) based on organizational effectiveness and demonstrated ability to positively impact participation, coach and officials' development and high performance outcomes.

### 2. viaSport

With funds from the BC Government through the Ministry of Tourism, Arts and Culture, viaSport administers sport-related grant programs that encourage sport participation and healthy living, develop high-performance athletes, and improve sport and recreation programs. The BCPFA currently receives core funding from viaSport and is required to report against that funding on a semi-annual basis.

Additionally, viaSport offers several targeted grant programs, such as the Hosting BC grant program which is open to receive applications at several times through the year to support sporting events that facilitate economic and community development. To learn more, visit [viasport.ca/grants](https://viasport.ca/grants).

### 3. Sport BC

The BCPFA is a member organization of Sport BC, which offers services and programs to build the capacity of its sport federation members and advocates on their behalf to improve the landscape for organized sport in BC.

Currently, the BCPFA participates in the annual Sport BC President's Award which recognizes a long-standing volunteer, nominated by the BCPFA, within our community.

Sport BC also manages and administers the BC Amateur Sport Fund which the BCPFA utilizes to receive charitable donations.

#### 4. Football Canada

The BCPFA is one of nine provincial associations that comprise the membership of Football Canada. Under Football Canada's Bylaws, to be a Member in good-standing, the BCPFA shall, ensure that Registration Fees prescribed by Football Canada are paid to the indirectly, by the Participants who engage in the sport of football primarily in its Province."

As a member of Football Canada, the BCPFA is entitled to have a delegate attend the Football Canada AGM and is be entitled to exercise votes on behalf of the BCPFA

#### 5. Provincial Football Associations

The BCPFA maintains a close working relationship with the nine other Provincial Football Association and seeks to work collaboratively with them in recognition of the need to have strong participation across the country in order to strengthen football nationally. We regularly collaborate with our Western Canadian counterparts at the age-grade levels and keep open channels of communications with our Eastern Canadian counterparts.

#### 6. First Nations Organizations

In the summer of 2009, three founding organizations, the First Nations Health Council (FNHC), the BC Association of Aboriginal Friendship Centres (BCAAFC) and the Métis Nation BC (MNBC), signed a historic agreement to form the Indigenous Sport, Physical Activity & Recreation Council (iSPARC), pledging to work together and develop a multi-year implementation process. The BCPFA seeks guidance, funding and collaboration from iSPARC on an annual basis.

#### 7. Educational Institutions

The BCPFA recognizes the critical role of educational institutions, both directly and indirectly. Under the auspices of BC School Sport and USports respectively, BC secondary schools and universities deliver football programs and participate in intra- and inter-provincial competitions. While autonomous from the BCPFA, these organizations have a vested interest in the training and deployment of officials and coaches.

## 8. Commercial and Individual Sponsors

A sponsor will receive a right or benefit provided by the BCPFA in return for cash or for discounted or free products or services. Through the Stakeholders Committee, the BCPFA identifies key assets that have presenting or supporting rights available for sponsors. BCPFA also utilises areas of high spend (e.g. travel, playing kit) to gain sponsorship for competitive or discounted pricing or other tangible benefits for the BCPFA.

Sponsors are also promoted through BCPFA communications.

## 9. Charitable Donors

The BCPFA receives charitable donations from donors, as individuals or as an organization, through the BC Amateur Sport Fund. The donor is not entitled to direct how that money is spent or to claim any right of association with the BCPFA. Donors receive a charitable tax receipt which is issued by Sport BC, who administer the BC Amateur Sport Fund.

## 10. Municipal Governments

The majority of sport fields that can host the game variants of football are owned, operated and managed by municipal governments. Many municipal governments facilitate and limit field bookings by assigned seasons for each sport. The BCPFA recognizes the role that municipal governments play with respect to the clubs and will assist in these relationships where possible.