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SPORT ADMINISTRATION: JOB DESCRIPTIONS, DUTIES AND RESPONSIBILITIES

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19. JOB DESCRIPTIONS – LOCAL ASSOCIATIONS/CLUBS

19.1 ASSOCIATION PRESIDENT

Local Association Presidents and/or designates shall be the Liaison to the Regional Committee and the Ontario Ringette Association.

19.1.1 Association President Duties:

- Attend all meetings called by the local Association, Regional Committee and the O.R.A. Annual General Meeting.
- Identify Local Association needs and take the appropriate course of action to meet those needs through the assistance of the Regional Committee and the Provincial Organization.
- Liaise, as a resource person, between the Local Association and the Regional Committee, and the Local Association and the Provincial Organization, in terms of information exchange, rules and regulation enforcement and planning procedures.
- Make available accurate information regarding contact addresses, financial matters, and registration particulars to the Provincial business office.

19.2 ASSOCIATION COORDINATOR

The Association representative will be known as the Association Program Co-ordinator.

19.2.1 Association Co-ordinator Duties:

- Attend all meetings called by the Regional Co-ordinator and work as a Committee Member toward the common goals of the Region and program.
- Co-ordinate all volunteers related to the specific program within their own Association.
- Identify the need for various educational clinics within that local Association, in co-operation with the Regional Co-ordinator.
- Actively promote their program and activities to the members within their region.
- Assist local Association with the programs and act as a resource person making available all program information.

20. JOB DESCRIPTIONS – REGION

20.1 CHAIR OF THE REGION

(SEE ALSO SECTION 23.6 REGIONAL DIRECTOR)

- 20.1.1 Shall attend the Ontario Ringette A.G.M.
- 20.1.2 Shall preside over all meetings of the Region Membership and Region Executive Committee:
- Maintaining order and mutual respect of all Directors and Members
 - Maintaining timely and efficient administration of the meeting proceedings
 - Ensuring an equitable opportunity for Directors and Members to speak to the issues at hand
 - Ensuring that a balance between for and against is efficiently considered on each issue prior to calling the “question”.
- 20.1.3 Shall oversee the general management and supervision of affairs and operations of the Region jurisdiction:
- Ensuring all Regional Volunteers submit progress reports as required
 - Ensuring that the provincial vision, objects, By-Laws and Regulations are adhered to by the Region Management and Members alike
 - To facilitate efficient interpretation of conflicting directives, between the Provincial and Regional Vision, Objects, By-Laws and Regulations - at all times ensuring the “mirroring effect”.
- 20.1.4 Shall monitor sport direction through appropriate planning and fiscal preparation within the Region:
- Ensure the Three Year Plan along with Yearly Activity Plans are facilitated through the Charter’s Coordinators
 - Assist all Volunteers, Community and Regional, in the direction and overall priorities of the Provincial level.
- 20.1.5 Monitor all Program and Ad Hoc Committees within the Region:
- Ensure clear directives, mandate and expectations are provided by the Charter Board of Directors.
- 20.1.6 Maintain continuity in decision making within the Region:
- Ensure procedures and levels of authority are adhered to
 - Ensure accurate communication of decisions is facilitated through the appropriate channels.
- 20.1.7 Maintain consistency in communication within the organization and towards the general public within your jurisdiction.

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- 20.1.8 Ensure that all members uphold the image of the Region and Ontario Ringette at all times.
- 20.1.9 Shall be responsible to respond to correspondence that is to the attention of the Chair of the Region and copy the appropriate parties.
- 20.1.10 Upon completion of term or position change, shall be responsible for preparing a final report that will:
- List objective(s) still to be achieved
 - List recommended new projects
 - List knowledge and skills necessary to carry out the responsibilities of the position
 - Describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
- 20.1.11 Shall be accountable directly to the Registered Members within the jurisdiction of the respective Region.

20.2 REGIONAL COORDINATOR (SEE ALSO SECTION 22.3 REGIONAL PROGRAM DIRECTOR)

Regional Representatives shall be known as Regional Program Coordinator

- 20.2.1 Regional Co-ordinator Duties:
- Attend all meetings called by the Provincial Committee Chair, and work as a Committee Member towards the common goals of the Committee and Program.
 - Identify a program contact in each member Association of O.R.A. within their respective Regions.
 - Identify the needs for various educational Clinics and/or seminars within their respective Regions.
 - Work with the Provincial Committee in coordinating clinics and/or seminars within their Region to serve a maximum number of participants and make the best of the human and financial resources available.
 - Be active in promoting the educational aspects of the program such as certification publications and resources.
 - Assist the local Association with their specific programs and act as a resource person, and to provide information on all activities within the program.
 - Identify potential clinic instructors (where applicable) within their respective Regions.
 - Assist local Associations in implementing organized activities, “rap sessions”, instructional sessions and question periods for all participants.
 - Attend Regional Meetings and provide a report to the Regional Committee and to the Program Chair.

21. STANDING COMMITTEE ROLES AND RESPONSIBILITIES

21.1 AD HOC COMMITTEES

21.1.1 Exclusively for some understood special purpose and specific time period.

21.2 EXECUTIVE COMMITTEE

21.2.1 This Committee consists of the President, V. P. Communications, V. P. Finance, V. P. Administration, and V. P. Technical. The Executive Director, or any other Staff, shall attend upon request or demand.

21.2.2 The Committee may exercise all the powers of the Board of Directors in the Management and direction of the affairs of the O.R.A., subject to any restrictions imposed, from time to time, by the Board of Directors. This Committee may make decisions between Board Meetings, if it is really necessary, and will report its actions at the next Board of Directors Meeting. The Executive Committee shall be responsible for the day-to-day administration of the O.R.A. under specifically approved policies and powers delegated by the Board of Directors, By-Laws and Regulations of the Corporation.

21.2.3 The Board of Directors is responsible for the Sport's Professional Staff. The Executive Director, in consultation with the Board, is responsible for office management, staff hiring and orientation, as well as performance appraisals, sick time, benefits and vacation. The employment of the Executive Director requires the approval of the full Board of Directors. Strict guidelines stipulated by the Employment Standards Act must also be adhered to when hiring and dismissing professional staff.

21.2.4 No Executive Member may make a major financial decision unilaterally. Financial officers, with signing authority, are appointed each year. Additional signing officers may be named, if required.

21.3 NOMINATIONS COMMITTEE

21.3.1 The Board will strike a Nominations Committee, comprised of the Regional Directors, to direct and conduct the process of seeking qualified nominees for positions on the Board to be filled by election at the Annual General Meeting. The Nominating Committee will identify the skills and expertise that will be needed on the Board over the next two years, giving consideration for the ORA's strategic plan and ongoing priorities. The Nominations Committee will identify gaps in critical skills and experience on the Board that can be addressed by nominating qualified candidates for election to the Board.

21.3.2 The Committee will report to the Board on its findings at the January Board meeting.

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- 21.3.3 The Nominations Committee Chair shall submit the Slate of Nominees for all positions to the Registered Members and Regions of the Corporation such that same is received at least ten (10) days prior to the Annual General Meeting.
- 21.3.4 Any duly nominated person running for an executive position at the AGM have expenses paid as per ORA guidelines.
- 21.3.5 The Nominations Committee Chair shall, at the time of the scheduled elections during the Annual General Meeting, be given the Chair of the meeting, and shall act as Chair protem of the meeting until the election of Directors-at-large and Athlete Director completed.
- 21.3.6 The Directors-at-Large elections shall be completed first followed by the Athlete Director elections.
- 21.3.7 The Nominations Chair shall, report to the members the slate of candidates to fill all positions which are declared vacant or open for election or re-election.
- 21.3.8 The Nominations Committee Chair shall ask for nominations of qualified candidates from the floor and such person may be nominated by any two (2) members.
- 21.3.9 If the slate of candidates for the election at the Annual General Meeting includes sufficient candidates for each position and in the event there are no more candidates nominated than there are positions to be filled, the Nominations Committee Chair shall make a motion to have all nominee candidates acclaimed.
- 21.3.10 The Nominations Committee Chair shall at the election point of the Annual General Meeting conduct the election and with the scrutineers inform the meeting of the results of such election when such results are available.
- 21.3.11 The Nominations Committee Chair shall ask if there is any challenge to the ballot results and in the absence of same shall present the election results to the Chair of the meeting, and shall direct the scrutineers to destroy all ballots, such that all election votes remain privileged and confidential.
- 21.3.12 The results of the election shall include only the total votes cast and the total votes disallowed, and the listing of successful candidates with no votes recorded.
- 21.3.13 The only challenge which may be accepted by the Nominations Committee Chair at the Annual General Meeting during the election shall be one based on a non-voting member or unqualified Registered Member voting, and in such instance the scrutineers and the Chair pro tem shall determine the validity of the challenge and their decision is final and binding.
- 21.3.14 The Chair protem, shall recess the Annual General Meeting, and shall convene and chair a caucus of the Directors.

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21.3.15 The caucus of elected Directors convened and chaired by the Nomination Committee Chair shall meet only for the election of officers by the Directors from amongst the Directors-at-Large and with the remaining Directors shall set the time for the next meeting of the Board of Directors.

21.3.16 Thereafter, the Nominations Committee Chair, as Chair protem, shall reconvene the Annual General Meeting, and after introducing the officers of the Corporation to the members, shall turn the chair of the meeting over to the President of the Corporation.

21.4 FINANCE COMMITTEE

21.4.1 Duties of the Vice President Finance are:

- Shall submit all records and transactions of the organization to the scrutiny of the auditor of O.R.A.
- All volunteers' expense claims will be subject to the approval of the Vice-President Finance prior to payment.
- Shall be responsible for issuing and/or monitoring all cheques for the O.R.A.'s business but all such cheques shall be countersigned by the approved signing officers.
- Shall instruct cheques to be issued within a reasonable time frame after receiving claim forms and invoices at the O.R.A. office and a cheque journal shall be maintained.
- The preparation of all financial statements shall be done by accepted accounting practices. The Vice-President Finance shall be responsible for the input and coding of such information.
- Shall be responsible for investing the Corporation's funds as approved together with the Executive Director.
- Shall be responsible for the salary and benefit accounts for the O.R.A. paid employees and submit payment to the Receiver General of Canada.
- Shall be responsible to review and monitor all financial transactions and, together with the Executive Director, shall be responsible for a monthly financial statement.

21.4.2 The responsibilities of the Finance Committee are:

- Monitor the income and expenses of the Ontario Ringette Association.
- Investigate income enhancement projects for presentation to the Board of Directors.
- Review and revise the Standing Committee budgets for activities within their programs.
- Review and revise the Operating Budget prior to presentation to the Board of Directors by the Vice-President Finance
- Review for approval any activities of the Ontario Ringette Association which are not included in the Operating Budget.

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- Ensure the Ontario Ringette Association is operating in the most economical method.
- Investigate alternate sources of revenue.
- Develop a plan that will assist the organization in becoming self-sufficient in light of the Ministry of Tourism, Culture and Sport reduction in grants.
- Chaired by the Vice-President Finance.
- The Finance Committee will consist of the following members; Vice-President Finance, President, and two (2) additional directors. The Executive Director is a non-voting member.
- Although the Vice-President Finance may not agree with the actions of the Finance Committee, she/he must be consulted on all activities of the Finance Committee.
- In absence of the Vice-President Finance, the President will chair the Finance Committee.
- All recommendations to the Finance Committee will be submitted to the Vice-President Finance in writing through the Ontario Ringette Association office and forwarded to the Finance Committee.

21.5 HALL OF FAME COMMITTEE

21.5.1 **Volunteer Recognition Awards:** shall set standards for the inclusion of candidates in the Hall of Fame, and shall form and be the Selection Committee for candidates, and shall nominate candidates for inclusion in the Hall of Fame.

21.5.2 Volunteer Recognition Chair

The Chair is appointed at the first Board of Directors Meeting following the Annual General Meeting.

The Chair and his/her appointed committee (Regional Directors) is responsible for the proceedings of the Volunteer Recognition dinner items at the A.G.M.

21.5.3 The Hall of Fame Committee is responsible for:

- Ensuring Regional representation on the Provincial Hall of Fame Committee.
- Communicating criteria and deadline dates for the Hall of Fame nominations to the Membership of Ontario Ringette.
- Ensuring that each nomination received has sufficient information attached in order to give each nomination proper consideration.
- Encouraging Regions to co-ordinate a Hall of Fame Committee within the Region.
- Encouraging all Standing Committees to submit relevant nominations.
- Meeting to decide who will be inducted into the Hall of Fame through proper Board ratification procedure.
- Coordinating the purchase of awards for the categories ratified by the Board of Directors (Provincial) and by the Regions (Regional).

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- Offering suggestions to Membership Services for changes to the Volunteer Recognition Program.
- Communicating effectively with the Board of Directors.
- Verifying the expenditures for awards with the Vice-President Finance.
- Coordinating the Volunteer Recognition Dinner and presentation ceremony for the Annual General Meeting of Ontario Ringette.
- Ensuring that Hall of Fame Alumni are recognized.
- Maintaining the list of award winners in the Operating Manual of Ontario Ringette.

22. PROGRAM COMMITTEE ROLES AND RESPONSIBILITIES

22.1 MEETINGS

- 22.1.1 As a general rule, Program Committees meet twice a year (Ringette™ season – usually summer and spring). All Committees meet on the same weekend in the same place. This facilitates idea interchange and communication enhancement among Committees. All Program Chairs receive copies of all Committee Agendas and all Committee Minutes.
- 22.1.2 Standing Committee meetings shall be held consistently on the second weekend in August and the third weekend in April.
- 22.1.3 Program Committee Meetings are structured and timed to facilitate budgeting, regulation development, and strategic planning.
- 22.1.4 The first meeting (summer) is intended to be an orientation and to be resourceful preparation for the upcoming season. Items for consideration include: Orientation; budget analysis and projection with clear communication to the Vice-President Finance; review of the strategic plan; developing methods to carry out activities contained in the strategic plan; monitoring the Operating Manual.
- 22.1.5 The second meeting, held in the spring, is intended to evaluate the season just completed, and to prepare plans for the following season. Items for consideration include: strategic plan evaluation; regulation review and communication through proper motions to the Board of Directors; budget review; strategic planning for the upcoming season.

22.2 PROGRAM STANDING COMMITTEE CHAIR

- 22.2.1 **Purpose:**
- To ensure that the mandate of each Standing Committee is fulfilled within the framework of Ontario Ringette’s Constitution, By-Laws and Policies.
- 22.2.2 The Chair shall be appointed for a two (2) year term by the President upon ratification by the Board of Directors by June 30th. Chairs of Membership Services, Rules Development, Sports Development and Games and Tournaments appointed in odd years. Officiating, Coaching, Adult and Elite Chairs appointed in even years.
- 22.2.3 Each Committee delegate is entitled to one (1) vote, excluding the Chair who is not entitled to vote except in the case of a tie. Voting will be by a show of hands, written or orally unless a majority of delegates present request a secret ballot. Motions will be passed by Ordinary Resolution.

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- 22.2.4 A Committee has the right to recommend with its Annual Report various candidates as Chair for the subsequent year; said recommendations directed to the President.
- 22.2.5 Responsibilities:
- To prepare an agenda for their Standing Committee meetings. It is important that the agenda be reasonable, keeping in mind the timeframe of the meeting itself.
 - To forward the agenda a minimum of two (2) weeks prior to the scheduled meeting to the business office for duplication and distribution.
 - To attend all meetings of the Chairs of the Standing Committees.
 - To arrive at the scheduled meeting promptly and well prepared.
 - To provide an orientation for new Committee Members.
 - To conduct the Committee's Meeting using acceptable procedures, keeping in mind that Robert's Rules of Order will be invoked in case of dispute.
 - To enforce decorum, bearing Ontario Ringette's image in mind.
 - To bring members' concerns to the Board of Directors through duly made motions, with accompanying rationale.
 - To communicate with your Vice-President. Do not wait for the Vice-President when you have a concern that requires attention. It is your obligation to ensure that your Vice-President has up-to-date information.
 - To accept decisions made by the O.R.A. Board of Directors.
 - To communicate Board decisions to the members of your Committee.
 - To assist your Vice-President in creating communication tools.
 - To maintain the section of the Operating Manual pertaining to your program.
 - To ensure that policy does not conflict with other Committees.
 - To co-ordinate the formation of the strategic plan as it pertains to your program, ensuring that the plan follows the vision of Ontario Ringette for a three-year timeframe.
 - To monitor the strategic plan and co-ordinate the year-end evaluation of the plan.
 - To co-ordinate the budget for your Committee, and to communicate the budget to the Vice-President Finance in a timely manner.
 - To collect, verify, and authorize all expense claims submitted by members of your Committee.
 - To ensure that all members of your Committee prepare written reports for each meeting that they attend. Copies of the reports must be made available to every member of the Committee, to the Vice-President in charge of the program, and to the President of Ontario Ringette.
 - To arrange for minutes to be taken for every meeting of your Committee. Said minutes must include: - names of those present; adoption of the agenda; acceptance of the previous meeting minutes; reports from each member; motions (including names of mover and seconded); budget discussion;

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strategic plan discussion; correspondence review (if any); new business, and any other items transacted.

- To review the minutes immediately upon completion of the meeting with your Vice-President. You must make sure that your intentions are clearly understood by the Vice-President so that an honest presentation will be made to the Board of Directors on your behalf.
- To deliver relevant meeting materials to your Vice-President immediately after your meeting. It is very important to communicate with the Board in a timely manner.
- To communicate the wishes of the majority of the Committee, regardless of personal opinion.
- To arrange for a replacement Chair should you need to be absent from the meeting. Keep in mind that the Chair of the Committee votes only in the case of a tie. Choosing a Regional Co-ordinator to replace the Chair erases the vote for that Region. Speak to your Vice-President for suggested solutions.
- To provide your Vice-President with the information necessary when the office staff are expected to administer a project. Never direct the staff personally.
- To monitor Regional activities to ensure that Ontario Ringette's policies are being upheld.
- To maintain the image of the Ontario Ringette Association at all times by acting in the best interest of Ringette.

Sports Administration - Job Descriptions, Duties and Responsibilities**22.3 REGIONAL PROGRAM COORDINATOR****22.3.1 Purpose:**

- To bring the issues of their respective Region to their Committee's attention, and to communicate Ontario Ringette Policy to the members of their Region.

22.3.2 Responsibilities:

- To read the agenda for their meeting.
- To arrive at the meeting prepared to address agenda items, keeping Ontario Ringette's By-Laws, Constitution and Policies in mind.
- To submit a written report two weeks prior to the scheduled meeting date. This will allow the staff the time necessary to copy and distribute each report. Should you be unable to have your report prepared on time, you must bring sufficient copies to your meeting for each Committee member, the applicable Vice-President and the O.R.A. President.
- To ensure that direction comes to the Board via properly made motions, including the rationale for the request.
- To accept decisions made by the O.R.A. Board of Directors.
- To assist your Chair in the preparation of communication vehicles. i.e.: Ref-O-Gram, Coaches' Corner, Ring Formation, Membership Notices, etc.
- To assist in the maintenance of your Section of the Operating Manual.
- To ensure consistent policy through other Standing Committees, when necessary.
- To assist in the formation of the three-year strategic plans as it affects your Committee.
- To assist in monitoring your strategic plan.
- To assist in the production of the annual budget for your Committee.
- To submit all expense claims to your Committee Chair in a timely fashion.
- To ensure that properly recorded minutes are taken at every meeting you attend.
- To review the minutes with your Committee prior to submission to your Vice-President.
- To insist that the Chair remains impartial, acting in the best interest of Ringette™ at all times.
- To go through your Chair whenever you require something to be done by the office staff.
- track clinic and resource finances for Grant Application purposes.
- To maintain the image of the Ontario Ringette Association at all times by acting in the best interest of Ringette™.

Sports Administration - Job Descriptions, Duties and Responsibilities

22.4 STANDING COMMITTEE DUTIES

- 22.4.1 **Adult Development:** shall plan, implement and co-ordinate programs, clinics, resources, and competitive tournaments for the continuing development and attraction of players, coaches and officials specifically to attract members within the age ranges as mandated by O.R.A.

The Adult Development Committee is responsible for:

- Making sure that all adult participants are properly registered with the Ontario Ringette Association.
- Seeding of teams into approved Levels of Play for all sanctioned events.
- Sanctioning all Adult Tournaments held within Ontario Ringette's jurisdiction.
- Developing and preparing resource material for the Adult Participants.
- Coordinating and implementing Coaching and Officiating standards within the parameters of the Adult Program.
- Coordinating the Outreach Program within the parameters of the Adult Program.
- Liaise with all 18+ teams to ensure they are familiar with ORA and applicable regional policies affecting adult play.
- Monitor and overseeing adult play within the province.
- Communicating effectively with the appropriate Vice-President.
- Monitoring the Recognition Awards.
- Maintaining the integrity of Ontario Ringette.

- 22.4.2 **Sport Development:** shall plan, implement and co-ordinate clinics, programs and resources for the development of outreach, promotion and participant skill development.

The Sport Development Committee is responsible for:

- Encouraging a recruiting system through Outreach Programs.
- Maintaining the school gym ringette™ and intra-mural ice Ringette™ Programs, through Outreach.
- Developing and maintaining a player incentive program (Camps, Clinics and Extra Training).
- Developing fair play/play safe programs with support from the Membership Services Committee.
- Making use of the marketing program provided by Ontario Ringette.
- Organizing, maintaining and implementing publicity and promotional materials for Ontario Ringette activities using material provided by Ontario Ringette and Ringette Canada.

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- Working with the athlete representative to ensure the success of the Leadership Camp.
- Communicating effectively with the appropriate Vice-President.
- Maintaining the integrity of Ontario Ringette.

22.4.3 **Coaching Development:** shall plan, implement and co-ordinate clinics, programs and resources for the development, upgrading and updating of coaching philosophies and techniques.

The Coaching Development Committee is responsible for:

- Implementation of the National Coaching Certification Program through properly regulated clinics.
- Ensuring that all Bench Staff registered on sanctioned teams within the jurisdiction of Ontario Ringette is correctly certified by the specified dates.
- Communicating discrepancies in Bench Staff qualifications with the Local Association President.
- Preventing unqualified Bench Staff from attending Regional and Provincial Championships by communicating this information to the Regional Chair.
- Ensuring that all Bench Staff are duly registered with the Ontario Ringette Association.
- Developing and preparing resources for Bench Staff members.
- Assisting with Outreach Activities within Regions, and encouraging new Bench Staff to attain minimum qualifications.
- Monitoring suspension penalties served by Bench Staff.
- Enforcing Ontario Ringette's Code of Conduct.
- Monitoring the Coach of the Year Recognition Award, and the Regional Coach of the Year Recognition Award.
- Developing and monitoring the selection process for the Bench Staff for Team Ontario for the Canada Winter Games.
- Communicating effectively with the appropriate Vice-President.
- Maintaining the integrity of Ontario Ringette.

22.4.4 **Elite Development:** shall plan, implement and co-ordinate programs, resources and competitive events for the continued development and enhancement of those athletes with exceptional skills.

The Elite Development Committee is responsible for:

- Providing support to each of the six (6) geographical regions in organizing, inviting players and coaches to participate, training and maintaining an elite "squad" of athletes to participate on a Regional All-Star Team (R.A.T.).
- Monitoring and overseeing the Regional All-Star Team Challenge Cups.
- Administering and assisting in the selection of Team Ontario to participate in the Canada Winter Games (C.W.G's).

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- Coordinating with the Coaching Development Committee so that all suitably qualified coaches are invited to apply to coach Team Ontario for the C.W.G's and the Regional All-Star Team Coaches for the Ontario Winter Games (O.W.G's).
- Liaise with the O.W.G's Host Committee and send a representative to the O.W.G's.
- Monitor the O.W.G's/C.W.G's and to report to the Board of Directors any suggestions on needed improvements.
- Ensuring elite Provincial All-Star Teams (Team Ontario) are organized, trained and maintained to participate in National level competitions.
- Ensuring elite athletes are organized, trained and made ready to participate either as a team or as individuals in the World Championships or any qualifier Ringette Canada organizes for that event.
- Coordinate with the Provincial Championship Teams at the A/AA level in preparing them for the Ringette Canada National and Eastern Canadian Championships. This includes:
 - distribution and collection of uniforms

22.4.5 **Games and Tournaments:** shall plan, implement and conduct the Provincial Championships, and develop competition standards for use at all levels within the Corporation.

The Games and Tournaments Committee is responsible for:

- Ensuring that all teams, once registered with the Ontario Ringette Association as "sanctioned teams", are seeded into one of Ontario Ringette's competitive levels.
- Sanctioning tournaments following approved criteria.
- Developing a list, by date, of sanctioned tournaments to be held within the jurisdiction of Ontario Ringette.
- Monitoring the administration of sanctioned tournaments.
- Assisting with the Championships held within each Region.
- Establishing realistic deadlines for activities within their jurisdiction.
- Encouraging Local Associations to apply to host the Provincial Championships.
- Ensuring that each Region has a representative in each age group for the Provincial A and the Provincial AA Championships.
- Assisting the Host of the Provincial Championships prior to the event.
- Paying the registration fee for each Region team attending Provincials, through the appropriate Region, to the business office within the specified time.

22.4.6 **Membership Services:** shall foster the development of a workable plan for Risk Management and Safety in the sport of Ringette™. The Committee shall also monitor the O.R.A. registration program including the Release Process to ensure a fair and consistent system is implemented.

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The Membership Services Committee is responsible for:

- Monitoring Association jurisdiction.
- Monitoring and implementing the Registration Process for all participants of Ontario Ringette.
- Monitoring Membership classification.
- Monitoring and implementing the schedule of Dues and Fees payable to Ontario Ringette.
- Maintaining Age Divisions for use by Ontario Ringette, keeping Members' needs in mind.
- Coordinating/monitoring the Tryout/Release Process, ensuring that the By-Laws and Constitution of Ontario Ringette are adhered to.
- Coordinating/monitoring the Relocation Process.
- Monitoring the Glossary for Ontario Ringette.
- Monitoring the Risk Management reporting and recording procedures.
- Implementing a Risk Management and Safety procedure.
- Communicating Risk Management and Safety issues, policy, and procedure to the Members of Ontario Ringette.

- 22.4.7 **Officiating Development:** shall plan, implement and co-ordinate clinics, programs and resources for the development, updating and upgrading of officials, officiating, rules interpretations and rule applications.

The Officiating Development Committee is responsible for:

- Organizing and monitoring Officiating Clinics, following Ontario Ringette policy.
- Organizing and monitoring on-ice evaluations of officials within the parameters of Ontario Ringette policy.
- Developing and preparing resources for Officials registered with the Ontario Ringette Association, specifically the Ref-O-Gram.
- Monitoring the certification of all registered Officials within Ontario Ringette's jurisdiction.
- Communicating the evaluation process to the members of Ontario Ringette.
- Developing and implementing Rules Clinics, as required.
- Monitoring the assignment of Officials at sanctioned events within Ontario Ringette jurisdiction.
- Monitoring the training of Officiating Instructors and Evaluators.
- Monitoring seminars held for Local Association Referees-in-Chief.
- Monitoring the selection process for Officials for Provincial Championships.
- Scheduling Officials for Provincial Championships, Challenge Cups and Ontario Winter Games and the Eastern Canadian Championship.
- Assisting with Outreach activities within Regions.

22.4.8 **Rules Development:** shall publicize and communicate to all participants in the Corporation, and shall co-ordinate with all other Committees, any and all planned rule changes, and, in addition, shall seek out proposed rule changes for consideration and recommendation through the appropriate rule change process stated herein.

- **The Rules Development Committee** is established for a one-year term for the purpose of monitoring the Rule Change proposal process during Ringette Canada's Rule Change submission year.
- The Ontario Ringette Rule Change process is coordinated, monitored and implemented by this Committee. Maximum of **seven (7)** knowledgeable Members of Ontario Ringette are appointed to be members of the Rules Development Committee.

23. BOARD OF DIRECTORS JOB DESCRIPTIONS

23.1 PRESIDENT

23.1.1 Shall attend all Ringette Canada Board Meetings as Ontario's member representative:

- acting in the best interest of Ringette™ in Canada
- Offer qualified input to various tasks and Committees as required.
- liaise initiatives and directives originating at the national level.

23.1.2 Shall attend the Ringette Canada A.G.M. as Ontario's official voting delegate:

- Act as Ontario's voice to the National and to the International Ringette Federation
- address and lobby all O.R.A. Membership approved directives and/or requests to Ringette Canada
- To act and vote on issues (when not provided with direction from the membership) in a responsible manner keeping the interest of Ontario Ringette and its Membership as a priority.

23.1.3 Shall preside over all meetings of the O.R.A. Membership and Board of Directors:

- acting in the best interest of Ringette™ in Ontario
- maintaining order and mutual respect of all Directors and Members
- maintaining timely and efficient administration of the meeting proceedings
- ensuring an equitable opportunity for Directors and Members to speak to the issues at hand
- ensuring that a balance between for and against is efficiently considered on each issue prior to calling the "question".

23.1.4 Shall be the liaison between the Sport Alliance Ontario and the Ontario Ringette Board of Directors bringing important issues to the attention of the Board that

affect the O.R.A.'s status as a client of the Centre, trends and initiatives facing amateur sport in Ontario.

- 23.1.5 Shall be the liaison between Government Agencies and the Ontario Ringette Board of Directors bringing important issues to the attention of the Board that affect the O.R.A.'s status as an amateur sport, government trends and initiatives, which Ontario Ringette should or should not support.
- 23.1.6 Shall oversee the general management and supervision of affairs and operations of Ontario Ringette:
- ensuring all Provincial Volunteers and Staff submit progress reports as required
 - ensuring that the vision, objects, By-Laws and Regulations are adhered to by Management and Members alike.
 - to facilitate efficient interpretation of conflicting directives, within the vision, objects, By-Laws and Regulations.
- 23.1.7 Shall sign all documents or delegate to another signing officer calling for the senior signing officer of the Corporation.
- 23.1.8 Shall act as liaison between the Regional Directors, (when acting in the position of Chair of their respective Regions).
- 23.1.9 Shall monitor sport direction through appropriate planning and fiscal preparation:
- ensure the Three Year Plan along with Yearly Activity Plans are developed and facilitated
 - assist all volunteers in the direction and overall priorities of the Corporation.
- 23.1.10 Shall monitor all Program and Ad hoc Committees:
- ensure clear directives, mandate and expectations are provided by the Board of Directors.
- 23.1.11 Shall maintain continuity in decision making of the Corporation:
- ensure procedures and levels of authority are adhered to
 - ensure accurate communication of decisions is facilitated through the appropriate channels.
- 23.1.12 Shall maintain consistency in communication with the organization and towards the general public.
- 23.1.13 Shall ensure that all members uphold the image of Ontario Ringette at all times.
- 23.1.14 Shall supervise, direct and provide leadership to the Executive Director to ensure the efficient and effective administration, management and implementation of the day to day business operation of the organization.

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- 23.1.15 Shall be responsible for responding to correspondence that is to the attention of the President and copy the appropriate parties.
- 23.1.16 Shall prepare a written report on activities to be submitted to the Board of Directors.
- 23.1.17 Shall perform other duties as assigned by the Board of Directors.
- 23.1.18 Upon completion of term or position change, the President shall be responsible for preparing a final report that will:
- list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
- 23.1.19 Shall be accountable to the Members of the Ontario Ringette Association.

23.2 VICE PRESIDENT, ADMINISTRATION AND VICE PRESIDENT, TECHNICAL JOB DESCRIPTIONS

- 23.2.1 In the absence or inability of a President to act, the duties and powers may be exercised by the Vice-President Administration as approved by the Board of Directors.
- 23.2.2 Shall maintain a portfolio of 3-4 Provincial Programs as approved by the Board of Directors (i.e. Sport Development, Games and Tournaments, Rules Development, Coaching Development, Officiating Development, Adult Development, Elite Development and Membership Services):
- shall be in touch with Program Chair as required
 - shall assist Committees with research and offer input to various tasks
 - shall assist the Program Chair in monitoring their specific activity plan
 - shall assist in reviewing the Program Regulations.
- 23.2.3 Shall act as Provincial Program liaison to the Board of Directors, providing accurate reports on the program's progress, obstacles, success and failure with recommendations for improvement.
- 23.2.4 Shall be responsible to report results of the Board of Directors' decisions relative to each program, to the respective Program Chair on a consistent basis. (Both verbally and in writing).
- 23.2.5 Shall be responsible to report results of the Program Committee meetings to the Board of Directors on a consistent basis. (Both verbally and in writing).

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- 23.2.6 Shall be responsible to respond to correspondence that is to their attention, copy the appropriate parties, and copy the business office.
- 23.2.7 Shall attend all regularly scheduled Board of Director Meetings, Standing Committee Meetings, and the Annual General Meeting of the Members and any other activity as assigned from time to time by the Board of Directors:
- acting in the best interest of Ringette™ in Ontario.
- 23.2.8 Shall prepare a written report on activities to be submitted to the Board of Directors.
- 23.2.9 Shall be responsible for the organization of the Annual General Meeting of the Corporation.
- 23.2.10 Shall perform other duties as assigned by the Board of Directors.
- 23.2.11 Upon completion of term or position change, the Vice-President Administration or Technical shall be responsible for preparing a final report that will:
- list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
- 23.2.12 Shall be accountable directly to the President and collectively to the Board of Directors.
- 23.2.13 Program Chairs and Staff shall report to either the Vice-President Administration or Vice-President Technical on all Provincial matters relating to the specific portfolio of that Vice-President.
- 23.2.14 Shall be accountable to the Members of the Ontario Ringette Association.

Sports Administration - Job Descriptions, Duties and Responsibilities**23.3 VICE PRESIDENT, FINANCE**

- 23.3.1 Shall keep full and accurate accounts of all receipts and disbursements of the Corporation through acceptable accounting practices:
- liaise consistently with the Executive Director on all bookkeeping matters
 - liaise consistently with the Executive Director on all accounting matters.
- 23.3.2 Shall disburse funds of the Corporation under the direction of the Board of Directors - ratified by the Board:
- shall set up acceptable disbursement approval methods and implement through the business office
 - shall recommend cost-saving proposals to the Board and implement only as directed.
- 23.3.3 Shall prepare the P.S.O.'s yearly budget through a draft one (1) through three (3) process:
- shall work with Program Chairs in preparation of individual program proposed income and expense for the coming season
 - shall work with the Executive Director in developing the draft budgets
 - shall present each draft with supporting information to the Board of Directors.
- 23.3.4 Shall analyze and prepare Monthly Income and Expense Statement Reports for the Board of Directors and Program Chairs, to include positive/negative aspects of financial management. Monitor and liaise progress on a consistent basis to the appropriate parties' i.e. Board of Directors, Program Chairs, Staff and Finance Committee.
- 23.3.5 Shall prepare quarterly income and expense reports to the Board of Directors and Membership with rationale to include analysis and projections.
- 23.3.6 Shall prepare yearend financial documents for presentation to the O.R.A. General Membership (at A.G.M.).
- 23.3.7 Shall chair and call meetings of the Finance Committee, when necessary, to plan and research efficient and economical projects and tactics to sustain the organization financially. Shall be responsible for the completion of all grant applications:
- shall liaise all Financial Committee dealings to the Board of Directors.
- 23.3.8 Shall monitor customer (member) accounts receivable and report to the Board of Directors on a consistent basis.
- 23.3.9 Shall monitor the accounts payable to the corporation vendors and report to the Board of Directors on a consistent basis.

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- 23.3.10 Shall be responsible for investing and/or recommending investment opportunities of corporation funds.
- 23.3.11 Shall liaise with the Region Vice-President Finance (Treasurer) to ensure submission of year-end financial statements.
- 23.3.12 Shall be responsible for responding to all correspondence addressed to the attention of the Vice-President Financial and copy appropriate individuals.
- 23.3.13 Shall perform other duties as assigned by the Board of Directors.
- 23.3.14 Shall attend all regularly scheduled Board of Director Meetings, and the Annual General Meeting of the Members and any other activity as assigned from time to time by the Board of Directors:
- acting in the best interest of Ontario Ringette Association.
- 23.3.15 Shall prepare a written report to be submitted on monthly activities and/or submitted to Board of Director Meetings.
- 23.3.16 Upon completion of term or position change, the Vice-President Finance shall be responsible for preparing a final report that will:
- List objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
- 23.3.17 Shall be accountable to the President and collectively to the Board of Directors.
- 23.3.18 Program Chairs, Directors, Staff and Charter Members shall report to the Vice-President Finance on all Provincial financial matters.
- 23.3.19 Shall be accountable to members of the Ontario Ringette Association.

Sports Administration - Job Descriptions, Duties and Responsibilities**23.4 VICE PRESIDENT, COMMUNICATIONS**

Shall perform as the Corporation Clerk:

- ensure all Corporation documents are up-to-date and filed with the Government i.e.:
 - Corporate Act - officer filing
 - Corporate Trademark (Ringette™)
 - Corporate Logo
- ensure all Corporation actions are recorded and filed appropriately with the business office i.e.:
 - Board of Director Meeting Minutes
 - Provincial Program Meeting Minutes
 - Program Activity Plans (Yearly Evaluation)
 - Program Activity Plan Progress Reports (Quarterly)
 - Operating Three Year Plan
 - Auditors Report
 - Financial Reports

23.4.2 Shall ensure Region compliance with regular meeting responsibilities, ensure submission of Region Minutes, and review on a consistent basis.

23.4.3 Shall ensure correspondence is administered in a timely fashion on behalf of the Board of Directors and Corporation:

- prepare response letters upon direction of the Board of Directors
- follow-up on all Director correspondence - monitor responses
- liaise with Executive Director on office related correspondence

23.4.4 Shall monitor all incoming and outgoing correspondence bringing important issues (negative and positive) to the attention of the Board of Directors:

- to prepare and obtain necessary background and research to deal with correspondence in an expedient manner, all correspondence being brought to the Board assembly must be placed on the Agenda prior to the scheduled Meeting.

23.4.5 Shall administer the calling and facilitating of Board of Director and Member Meetings:

- co-ordinate meeting dates, place and time (liaise with Executive Director at the business office)
- co-ordinate and strike (with President's approval) meeting agenda
- provide minimum of one (1) week notice and circulation of all appropriate documents relating to the Agenda set for the weekend.

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- 23.4.6 Shall ensure Minutes of Board Meetings, Annual, and General Meetings of the Members are circulated:
- shall record all minutes of the Board of Directors, and Annual or General Meeting of the Members
 - shall type the minutes and relating documents, as well as collect Director written reports
 - shall forward Board of Director and Member Meeting documents to include:
 - long minutes (within a reasonable time frame)
 - agenda as approved/amended (ten (10) days following meeting)
 - Director/staff reports (within a reasonable time frame) to the business office for distribution.
- 23.4.7 Shall ensure the format of Corporate Minutes is consistently followed - duly moved, seconded and carried motions only.
- 23.4.8 Shall ensure the format of long minutes is consistently followed - to include sensible rationale, motions that are carried, defeated, withdrawn, tabled and motions of notice.
- 23.4.9 Shall administer a list of 'To Do's' for the Board of Directors Meeting to be attached to the long minutes that will include [who - directive - target completion date].
- 23.4.10 Shall ensure that the list of 'To Do's' is monitored and completed through reminders (telephone/memo).
- NOTE: Consistently incomplete tasks are to be brought to the attention of the Board of Directors to develop amicable methods in assisting either the Volunteer or Staff Member having difficulty in meeting target completion dates.
- 23.4.11 Shall ensure that carried motions of the Board of Directors are circulated to the Membership
- 23.4.12 Shall perform other duties as assigned by the Board of Directors.
- 23.4.13 Shall attend all regularly scheduled Board of Director Meetings, the Annual General Meetings of the Members and any other activity as assigned from time to time by the Board of Directors:
- acting in the best interest of Ringette™ in Ontario.
- 23.4.14 Shall prepare a written report to be submitted to the Board of Directors Meetings.

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- 23.4.15 Upon completion of term or position the Vice-President Communications shall be responsible for preparing a final report that will:
- list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
- 23.4.16 Shall be accountable to the President and collectively to the Board of Directors.
- 23.4.17 Program Chairs, Directors, Staff and Charter Members shall report to the Vice-President Communications on all Provincial communication matters.
- 23.4.18 Shall liaise with the Executive Director in completing all the above duties.
- 23.4.19 Shall be accountable to the Members of the Ontario Ringette Association.

23.5 PAST PRESIDENT

- 23.5.1 The immediate Past President remains a member of the Board of Directors for one (1) year following his presidential term.

This continued involvement provides continuity, advice and leadership to the Board regarding past practices and other matters to assist the Board in governing the association.

- 23.5.2 The duties and responsibilities expected of all Board members are also expected of the Past President, including:
- Attend and participate in all Board meetings
 - Attending Board events at the AGM
 - Generally, participate in association governance activities.

23.6 ATHLETE DIRECTOR

- 23.6.1 The purpose of the athlete director is to ensure that athletes' views and interests are represented and promoted at all levels of the Ontario Ringette Association on all issues which, directly or indirectly, affect any Ringette™ player.

Objectives

- 23.6.2 To ensure the participation of athletes, in a constructive manner, in the decision-making process of the Ontario Ringette Association.

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- 23.6.3 To ensure that, to the greatest extent possible, Ontario Ringette Association policies and programs meet athletes' needs by means which, may include:
- Utilizing the staff and volunteers of Ontario Ringette Association as resource people
 - Effective athlete representation as a voting member of the Ontario Ringette Association Board of Directors
 - The presentation of the athletes' views and positions to the relevant decision-making body on all issues identified by the athlete representative as affecting athletes, directly or indirectly
 - Monitoring programs

- 23.6.4 Providing meetings for discussion and information exchange among athletes.
- To keep athletes informed of policies and programs and their development through the mechanism of a regular newsletter or by other means of communication.
 - To encourage the appointment of team leaders on Provincial level teams, i.e.: A and AA teams at the U16 age level and above and all AAA teams;
 - To distribute and collect team reports
 - To summarize and relay information to responsible bodies.

23.6.5 Eligibility for Appointment

The position of athlete director is open to any Ringette™ athletes over the age of nineteen (19) at the time of election, whether active or retired from competition for less than one (1) year. Nominations for the position of Athlete Representative should take into consideration the athlete's record of involvement as follows:

- number of years as a player
- level of participation, i.e. regional, provincial, national
- participation as a Ringette™ volunteer

23.6.6 Responsibilities of Athlete Director.

The duties of the Athlete Director are:

- Represent athletes on the Ontario Ringette Association Board of Directors
- Report to the athletes at regular intervals during the year
- Provide a mechanism for athletes to point out confidential concerns and keep them confidential
- Communicate with the Ontario Ringette Association Executive Committee
- Shall prepare a written report on activities to be submitted to the Board of Directors
- Direct athletes' concerns and views to responsible bodies
- Promote team unity through positive actions

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- Advise her/his successor of all procedures, contacts and activities that have occurred during her/his appointed term, and facilitate her/his integration into the position
- Chair the Ontario Ringette Association Athletes' Forum which, may be held during the Ontario Ringette "AA" and "A" Championships
- Where possible, assist with promotional activities of the Ontario Ringette Association, especially where player participation is the focus.
- Be a non-voting member of the Sport Development Committee.

23.7 REGIONAL DIRECTOR

- 23.7.1 Shall attend all Ontario Ringette Board Meetings as Region's Director on the Board:
- Acting in the best interest of Ringette™ in Ontario
 - Offer qualified input to various tasks and Committees as required
 - Liaise and ensure adherence of initiatives and directives originating at the Provincial level to your respective Region.
- 23.7.2 Liaise between the Region and the Provincial Board of Directors and Provincial Program Chairs through the appropriate Vice-President.
- 23.7.3 Shall be responsible to respond to correspondence that is to the attention of the Regional Director and copy the appropriate parties.
- 23.7.4 Shall prepare a written report on activities to be submitted to the Board of Directors.
- 23.7.5 Shall monitor sport direction through appropriate planning and fiscal preparation:
- Ensure the Three Year Plan along with Yearly Activity Plans are developed and facilitated
 - Assist all volunteers in the direction and overall priorities of the Corporation.
- 23.7.6 Monitor all Program and Ad hoc Committees:
- Ensure clear directives, mandate and expectations are developed.
- 23.7.7 Maintain continuity in decision making of the Corporation:
- Ensure procedures and levels of authority are adhered to
 - Ensure accurate communication of decisions is facilitated through the appropriate channels i.e. Programs, Business Office, Membership.
- 23.7.8 Shall assist in the development and implementation of clear directives to the business office to ensure the efficient and effective administration, management and implementation of the day-to-day business operation of the organization.

- 23.7.9 Maintain consistency in communication within the organization and towards the general public.
- 23.7.10 Ensure that all members uphold the image of Ontario Ringette at all times.
- 23.7.11 Shall perform other duties as assigned by the Board of Directors.
- 23.7.12 Shall be accountable directly to the President and collectively to the Board of Directors.
- 23.7.13 Shall be accountable to the members of the Ontario Ringette Association.

24. IN CAMERA POLICY

The Ontario Ringette Association strives to be open and transparent in all its dealings. Most ORA Board meetings include Board members, the Executive Director and other invited guests as approved by the President or Meeting Chair. From time to time issues may arise where limited communication and confidentiality are required. This policy outlines the conditions necessary to call an In camera meeting; who must be included and explains the processes that will be followed should an In camera meeting be required.

24.1 DETERMINATION OF NEED

- 24.1.1 A meeting may be held In Camera when the following subject matter is to be discussed:
 - the security of the assets, personnel or property of the ORA;
 - personal matters about any identifiable individual, including any Director, employee or member of ORA;
 - matters concerning appeals, discipline and the code of conduct about any identifiable individual including any Director, employee or member of ORA;
 - sensitive matters, including matters subject to confidentiality agreements with third parties;
 - the compensation or performance of the professional staff
 - any matter that involves or could potentially lead to litigation
 - when privileged information is being received

24.2 WHO MUST BE PRESENT

- 24.2.1 All board members unless they are unable to attend or are in conflict
- 24.2.2 Any staff member or outside individual who may provide information relevant to the discussion

24.3 PROCESS FOR GOING IN CAMERA OR CALLING AN IN-CAMERA MEETING

24.3.1 Discussion or agenda items are identified as meeting the required conditions:

- A motion is made to go In Camera and any individuals present, who the board agrees should not be included will be asked to leave
- The board agrees that an In-Camera meeting is appropriate
- The VP Communications will take minutes
- Distribution of the minutes of the In-Camera meeting will be limited to those who attended and will remain confidential

24.4 LIMITATIONS TO IN-CAMERA MEETINGS

24.4.1 Once annually the minutes of all In Camera meetings will be reviewed by the Board to determine if the information needs to remain confidential. The annual review would not include anyone who was asked to leave an In-Camera meeting.

24.4.2 If confidentiality is no longer necessary, the minutes will be placed in the ORA's Minutes.

24.5 REVIEW OF MINUTES OF IN-CAMERA MEETING

24.5.1 Once annually the minutes of all In Camera meetings will be reviewed by the Board to determine if the information needs to remain confidential. The annual review would not include anyone who was asked to leave an In-Camera meeting.

24.5.2 If confidentiality is no longer necessary, the minutes will be placed in the ORA's Minutes.

25. **CONFIDENTIALITY OF THE BOARD OF DIRECTORS**

25.1 CONFIDENTIALITY

25.1.1 How a person votes by name, must remain confidential.

- Personal matters of Board Members and of Staff must remain confidential.
- Quoting what a person says by name, during discussion of any issue is not permitted. Rationale for a decision can be relayed to our members, but the speaker's name must remain confidential.
- When a request is made during discussion, at any time, to have an issue remain confidential, Board members must ensure that the request is upheld.
- Common sense must be used at all times. If revealing information has the potential to do harm, then it is expected that the members of the Board of Directors will refrain from divulging their knowledge. If in doubt, ask.

25.1.2 At all times, we must be able to provide our members with professional presentation of material. Our members deserve to be informed of all of our decisions, and, when asked, Board members must be able to give details

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regarding our decisions. It is not necessary to state who said what. It is sufficient to reveal statements that have been made, with no credit given to the speaker. Our members just want to know why some decisions were made. They do not want to know how each Board Member voted.

- 25.1.3 The members of the Board of Directors must act in a manner that will bear the closest scrutiny by our members. All actions taken must be beyond reproach.
- 25.1.4 The members of the Board of Directors must not bring criticism or allow their integrity to be questioned. All members will perform the duties of office and arrange their affairs in such a manner as to maintain member confidence and trust in the integrity of the Board of Directors.
- 25.1.5 The members of the Board of Directors will have access to confidential information relating to the ORA, its finances, staff and its members, and to ORA intellectual property. Any of the confidential or proprietary information may not be used or disclosed except in the normal performance of your duties.

26. CONFLICT OF INTEREST – BOARD OF DIRECTORS

26.1 DEFINITION

If an individual has a personal vested interest and there are benefits to the individual or to the individual's organization or home association, there is a conflict of interest.

26.2 EXPECTATIONS

Members of the Board of Directors of the Ontario Ringette Association are expected to arrange their private affairs in a manner that will prevent conflicts of interest from arising or from appearing to arise. They should not place themselves in a position where they are under obligation to any person who might benefit from special consideration or favour on their part or seek, in any way, to gain special treatment from them. Equally, the Board member should not have a pecuniary or other interest that could conflict or appear to conflict in any manner with the discharge of their duties and responsibilities.

26.3 CONFLICT OF INTEREST GUIDELINES

As the following are considered to have the potentiality of being in conflict, or appearing to be in conflict, they are to be disclosed and are subject to review and advice by the Executive Committee as to what actions, if any, need to be taken depending on the nature of the Board member's responsibilities and degree of potential or apparent conflict:

- 26.3.1 Investment in a supplier or customer or in any other company, partnership, association or commercial entity that has a significant present or prospective business relationship with O.R.A.

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- 26.3.2 Contracts, agreements or undertakings between Board Members and a supplier, customer or any company, partnership, association, or commercial entity that has a significant present or prospective business relationship with O.R.A.
- 26.3.3 Seeking or accepting from the aforesaid, directly or indirectly, loans (except with banks or other financial institutions at terms and conditions generally available to the public), services payments, commissions, entertainment or gifts.
- 26.3.4 Serving as a director, officer, employee, member or consultant of the aforesaid or of any other organization, if such service could either place on Board members demands inconsistent with their duties, call into question their capacity to perform those duties in an objective manner or cause their job performance to suffer.
- 26.3.5 Acquisition of real estate or other forms of property of present or prospective interest to O.R.A.
- 26.3.6 Conflicts of Interest include both pecuniary and non-pecuniary interests. A pecuniary interest is an interest that an individual may have in a matter because of the reasonable likelihood or expectation of financial gain or loss for that individual or another person with whom that individual is associated. A non-pecuniary interest may include immediate family relationships, close personal friendships, volunteer positions in associations or other interests that do not involve the potential for financial gain or loss.

26.4 SITUATIONS TO BE AVIODED

As the following are considered to be actual or apparent conflicts of interest, they are to be avoided:

- 26.4.1 Using, or appearing to use, or revealing without proper authorization to persons outside the organization, for personal gain, any information acquired during the course of a Board Member's duties which is not generally available to the public.
- 26.4.2 Using, or permitting others to use, O.R.A. employees, property, equipment, materials, or time for personal gain.
- 26.4.3 According preferential treatment beyond the common courtesies usually associated with accepted business practice and prerogatives of office to friends, relatives, or to organizations in which the Board member or relatives and friends have an interest, financial or otherwise.
- 26.4.4 Using the O.R.A. name or one's position within the O.R.A. in such a way as to lend weight or prestige to sponsorship of a potential party or cause or to endorsement, without proper authorization, of a product or service of another company.

26.5 IMPLEMENTATION

- 26.5.1 All O.R.A. Board members must comply with these Conflict of Interest Guidelines.
- 26.5.2 The President shall be accountable for the dissemination of these Guidelines to all Board Members who shall make one of the following declarations:
- “I have read and understood the O.R.A.’s Conflict of Interest Guidelines and do hereby certify my full compliance with their provisions. A listing of my business interest is attached”.
 - “I have read and understood the O.R.A.’s Conflict of Interest Guidelines but cannot at this time certify my full compliance with its provision because I have, or may have, interests which might conceivably be construed as being or appearing to be an actual or potential conflict. I shall, therefore, ask that the matter be reviewed with the Executive Committee and take whatever actions deemed necessary”.
- 26.5.3 Declaration in the latter category shall be referred to the Executive Committee, which shall:
- Advise the employee as to what actions, if any; need to be taken to bring about full compliance with the Conflict of Interest Guidelines.
 - In that these issues may take an undetermined length of time to investigate, and that the Executive Committee does not always have the opportunity to determine all issues within a definite timeframe, “Conflict Situations Updates” shall be sent to the Board Member on a monthly basis, until such time as the Executive Committee determines what course of action shall be taken with respect to the issue.
- 26.5.4 At any time that a Representative of Ontario Ringette Association becomes aware that there may exist a real or perceived conflict of interest, they shall disclose this conflict to the Board of Directors immediately.
- 26.5.5 Any person who is of the view that a Representative of Ontario Ringette Association may be in a position of conflict of interest may report this matter to the Board.

26.6 RECOMMENDED ACTIONS

- 26.6.1 May include, but are not limited to, one or more of the following:
- Divestment of the interest (whether an investment, loan, property, payment, gift, undertaking, agreement, directorship, office, employment, membership, etc).
 - Frozen or blind trust instrument.
 - Periodic written declaration (listing) of the interest(s).
 - Verbal or written disclosure at relevant time and place.
 - Avoidance of involvement in particular matters.

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- 26.6.2 A written action plan must be prepared by the Board Member, and approved by the Executive Committee if a situation arises where a Board Member may be in potential or actual conflict.
- 26.6.3 A verbal update regarding any conflict situations must be given to the Executive Committee by the Board Member on an annual basis. A written report must also be submitted at this time.
- 26.6.4 The President shall ensure that signed declarations and any correspondence/reports regarding the situation are placed in the Board files and that recommended actions are carried out.
- 26.6.5 Recipients of the Conflict of Interest Guidelines shall be responsible for reporting in similar fashion subsequent changes in their interest, which may or may not appear to be in breach of the Guidelines.
- 26.6.6 Refusal to resolve the conflict may result in request for resignation or disciplinary action.
- 26.6.7 In cases involving a possible violation of statutory law, the Executive Committee shall refrain from making any recommendations which might reflect upon the guilt or innocence of the Board member under the law until the matter has been fully determined in a court of law.
- 26.6.8 Decisions or transactions that involve a real or perceived conflict of interest that has been disclosed by a Representative of Ontario Ringette Association may be considered and decided upon by Ontario Ringette Association provided that:
- The nature and extent of the Representative's interest has been immediately and fully disclosed to the body that is making the decision, and this disclosure is recorded in the minutes;
 - The Representative does not participate in the discussion on the matter giving rise to the conflict of interest, unless the body considering the matter votes to allow such participation;
 - The Representative abstains from voting on the proposed decision or transaction;
 - The Representative is not included in the determination of quorum for the proposed decision or transaction; and
 - The decision or transaction is in the best interest of the Corporation.
- 26.6.9 Every reasonable effort shall be made by all to protect the confidential nature of the information revealed.

27. LEVELS OF AUTHORITY CHART

The purpose of this Chart is to be a guideline to let you know where decisions are made regarding a broad range of member issues.

Keep in mind that the Board of Directors has the final approval on anything pertaining to Provincial matters.

Program Activity	Board of Directors	Stand C'ttee	Region	Reg. Coord	Local Assoc.	Additional Information
ORA Paid Staff						
Executive Director	X					President
Tech Dir/Prog Coord/other	X					Executive
Staff Salary	X					
Staff Benefits	X					
Staff Holidays	X					Executive Director/President
Release Hearing			X			
Approval of Rel. Procedures	X					
Ratification of Fines	X		X			
Appeal of Fines	X		X			
Invoicing of Fines	X		X			
Selection of Management Team						
Executive					X	By election
Executive Position	X					
Executive Vacancies	X					
Regional Chairs					X	Regional Meetings
Athlete Director	X					Election
Board of Director Appointments	X					
Stand. C'ttee Chairs	X					
Reg. Co-ord. Vacancies			X		X	
Adhoc Committee Chairs	X					
Finances						
Planning	X	X				

Sports Administration - Job Descriptions, Duties and Responsibilities

Program Activity	Board of Directors	Stand C'ttee	Region	Reg. Coord	Local Assoc.	Additional Information
Stand. C'ttee Budget Requirements		X				
Budget Allocation		X				Finance Committee initial
Budget Preparation		X				Finance Committee initial
Budget Approval	X					
Grant Applications	X					Executive Director
Approve Stand. C'ttee Exp.		X				Chair/V.P. Finance
Approve Board Expenses	X					V.P. Finance
Approve V.P. Finance Expenses	X					President
Authorization of Expenses	X					V.P. Finance
Authorization of Op. Exp.	X					V.P. Finance
Cheque Sign. Authority	X					Executive Director and Executive
Player Registration & Release						
Player Registration					X	Interregional release should be handled as any other release. Releasing Regional Director must deal with Disputed Release
Player Release					X	
Release Approval						
Disputed Release			X			
Discipline/Appeal						
Violation of ORA Bylaws	X					
Violation of CRA Bylaws	X					
ORA Sanctioned Events	X					
ORA Sanctioned Activities	X					
Regional Discipline					X	
Appeal Regional Discipline	X					
Coaching Program						
Development of Program		X				Standing Committee Chair has final approval
Ratification of Program	X					
Implementation of Program		X		X		
Certification of Coaches		X		X		
Evaluation of Coaches		X		X		
Qualification of Instructors		X				

Program Activity	Board of Directors	Stand C'ttee	Region	Reg. Coord	Local Assoc.	Additional Information
Officiating Program						
Development of Program		X				Standing Committee Chair has final approval
Ratification of Program	X					
Implementation of Program		X				
Certification of Officials		X		X		
Evaluation of Officials		X		X	X	
Assign Officials for Regionals		X		X		
Assign Officials for Provincials		X		X		
Qualification of Instructors		X				
Games & Tournaments						
Sanctioning of Events						
Tournaments						
Regional Championships				X		Sanctioning rules must be adhered to unless approval is granted in writing to the host association and all participating teams are informed prior to the event.
Provincial Championships		X				
National Representatives		X				
Invitational Tournaments						
AA Provincial		X				
A Provincial		X				
B & C Regional Teams				X		
18+/35+: A, B, C & Rec.		X		X		Adult Development Committee
Levels of Play						
AA Provincial		X		X	X	Appeal for level of play placement is in the Regional Directors responsibility
A Provincial		X		X	X	
B & C Regional Teams				X	X	
18+/35+: A, B, C & Rec.		X		X	X	Adult Development Committee

Program Activity	Board of Directors	Stand C'ttee	Region	Reg. Coord	Local Assoc.	Additional Information
Breaking of Sanction Rules						
Monitoring Sanction Events		X		X	X	Regions assess and receive all fines except for Provincials and Nationals. At these events the authority becomes a Provincial issue.
Assessing Fines		X		X		
Discipline – Suspensions						
League & Exhibition Play					X	
Invitational Tournaments				X	X	
Regional Championships				X		
Provincial Championships		X				
Ontario Winter Games		X				
National Championships		X				
Athlete Development						
Development of Program		X				Please note that Player Development, Outreach, and Publicity all fall under the mandate of Sport Development
Ratification of Program	X	X				
Training of Instructors		X				
Implementation of Program		X		X		
Outreach						
Development of Program		X				Promotion is the responsibility of all Members
Ratification of Program	X					
Implementation of Program		X		X		
Publicity						
General Publicity of Prov. Events		X				Distribution of Publicity is every Committee and its Members responsibility.
ORA Promotional Pubs.		X				
Ratify Promotional Literature	X					
Regional Events				X	X	
Local Association Events					X	
Distribution ORA Pubs.				X	X	
Ringette Camps						
Local				X	X	
Regional Camps				X		

Program Activity	Board of Directors	Stand C'ttee	Region	Reg. Coord	Local Assoc.	Additional Information
Provincial Camps	X	X				
Budget Preparation		X				
Site Selection		X				
Training of Staff		X				
Approval Camp Activities	X					
Elite Development						
Criteria Coaching Staff	X	X				Ad Hoc Committee consists of the Elite Team Coaching Staff, Regional Bench Staff or designate. Selection of the Coaching Staff will be the Coaching Selection Committee. Approval of the Elite Development Tournament will be by the G&T Committee.
Ratification of Program	X	X				
Selection of Coaching Staff	X					
Funding		X				
Selection of Players		X				
Selection of ED Tournaments	X					
Approval of ED Tournaments		X				
Regional ED Development			X	X		
Adult Development						
Development of Program		X				
Ratification of Program	X					
Implementation of Program		X		X		
Regionals				X		
Membership Services						
Development of Program		X				Risk Management and Safety are the responsibility of all Members.
Ratification of Program	X					
Implementation of Program		X		X		
Provincial Events						
Annual General Meeting	X					

Program Activity	Board of Directors	Stand C'ttee	Region	Reg. Coord	Local Assoc.	Additional Information
Selection of Provincial AA Host		X				G&T Committee, ratified by the Board of Directors
Selection of Prov A Host		X				G&T Committee, ratified by the Board of Directors
Ratification of Prov Hosts	X					
Hosting of National Events						
National Championships		X				Host Application Process
Ratification National Host Site	X					
Eastern U14 Championships	X					Ad Hoc Committee May be set up