
Club Admin Handbook

A Resource Guide for
Freestyle Clubs

Written by amazing parents and
committed volunteers



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Introduction

The purpose and intent of this manual is to provide freestyle clubs a resource to find answers to common questions and issues experienced by us all. Like the community of Freestyle, this manual is written by volunteers, people who care enough to contribute. Most of us are here to support our kids as (fantastic) parents and choose to engage in the activities in which they are involved. Freestyle skiing exists because of people like you. Thank you for EVERYTHING you do!

Annual Review Process

In order to stay relevant and up to date this manual will be reviewed annually in the spring and summer and be ready for its annual distribution in the fall each year.

By definition, Freestyle is an ever-changing and developing sport. If we, as parents, clubs, event organizers and officials, can adapt and change with it we will help provide a platform for the sport to continue to grow and thrive.

Contribute to this Manual by Joining our Manual Development Team

The hope is that this manual continues to grow with contributions and new ideas from clubs across the Province and the Nation. As Freestyle Clubs get better and more organized, our coaches develop our athletes and the bonds of Freestyle grow stronger.

Send an **email** with your suggestions to: info@freestylebc.ski

CHAPTER 1 Club Governance

Clubs play an important role in the development of any sport. For Freestyle Skiing clubs provide a place for kids, athletes, programs, coaches, and parents to merge and reach for their goals.

Clubs are run by volunteers like you!

Volunteers are responsible for making it ALL happen... we are the ones who choose to engage and help and carry and support and participate in all those things that matter. For most of us it's about being with our kids, for some it's about giving back to the sport from which we came, for others it's about participating in something that is bigger than the sum of its parts... Whatever it is that attracts you to freestyle, welcome. Freestyle is a family of extraordinary individuals, and we're thankful to have you!

Club Sanctioning

Freestyle Canada sanctions freestyle clubs in Canada. FIS sanctions national level sport organizations. When clubs apply (annually) to Freestyle Canada for sanctioning, clubs agree to follow Freestyle Canada's policies outline in the Freestyle Club Membership Policy (included in the Appendices). Every Club board member should read these policies and be aware that we part of a larger system of organizations.

2019 British Columbia Provincial Freestyle Ski Clubs

[Apex Freestyle Ski Club](#) – Penticton, [Big White Ski Club](#) – Kelowna, [Kimberley Ski Club](#) – Kimberley, [Mt Washington Freestyle](#) – Courtenay, [Northern BC Freestyle Ski Club](#) – Prince George, [Panorama Mountain Freeride Club](#) – Panorama, [Shames Freestyle Club](#) – Terrace, [Silverstar Freestyle Ski Club](#) – Vernon, [Sun Peaks Freestyle](#) – Kamloops, [Vancouver Freestyle Ski Club](#) – Vancouver, [Freestyle Whistler](#) – Whistler



National Sport Organization (NSO)



Provincial Sport Organization (PSO)



International Ski Federation



National Sports Association

Most clubs are run by a group of people that come together to help lead the club and make decisions that are in the best interest of the club. Here's a very basic overview of boards.

The Board

A Board consists of several members that provide general oversight of the organization.

The primary function of a board is to set the stage for a success. Success is defined in a club's

- Mission statements;
- Mandates;
- Strategic goals.

A board's role is to ensure the organization is well managed, but *not* to do the managing. Managing is the role of the personnel hired specifically for those jobs. While different structures exist most freestyle ski clubs will have some form of the following positions:

General operational oversight of coaching staff these positions may be called

- General Manager;
- Program Director;
- Head Coach;
- Specific supervisors or leads for individual programs Program coordinator i.e. "Jumps and Bumps" Coordinator.

The Role of the Board

Board Members are responsible for:

- Decisions that are in the best interest of the club and work towards their goals and mandates
- The financial stability of the organization
- The expression of moral and social responsibilities of the club

Board Members Should:

- Have a basic understanding of financial management
- Have commitment to and understand the Club's Mission and Values
- See things through – be committed to not only showing up but getting things done
- Set aside their own personal interests and egos for the best interest of the Club

Be Cautious of the Well-intentioned, Over-controlling Board

It's sometimes difficult to know where the lines start and stop between board responsibilities and the club's operational staff's responsibilities. A head coach or program director is well versed in the operational elements of club activities and has usually a great amount of experience in Freestyle. A board should provide them the resources to execute their jobs effectively and the effective board will draw from their knowledge and experience to understand how they can help support the operations without overstepping into "operating" the club.

Here are some tools to help understand how to be supportive for coaches and club managers:

- Have job descriptions so people understand their responsibilities and those of others
- As a board strive to provide the resources the program director needs to achieve their mandate
- Realize that resources include:
 - Time
 - Equipment
 - Materials
 - Personnel
 - Money
 - Support
- Avoid unrealistic expectations when assigning responsibilities – it leads to decreased productivity, decreased quality of work, and frustrates all of those involved
- Hold regular meetings with the program director or head coach that are structured with a simple format of review like the “past, present, future” model of review.
- Create open door communication policies where if there’s an issue it is tabled right away instead of allowing it to brew and possibly become larger

A Well-Rounded Board

An effective Board is a dynamic, fluid group that brings new ideas to further their mandate. To be effective, boards must be a working group of members who trust and understand one another. The group must be the right size, with the right balance and have a good mixture of abilities, knowledge and experience.

The Number of Board Members

The ideal board size is around seven. Odd numbers are important to avoid ties in voting. Smaller boards suffer from a lack of diversity of opinion and experience and the legitimate absence of one or two board members from a meeting can result in a serious loss of input into decision-making and board dialogue. When boards are too big, for example with 10 or more members, individual contributions can be lost or more difficult to make. Absent members might not be missed and thus there is an excuse for non-attendance. Meetings can become more difficult to manage within acceptable time frames.

Who is qualified to be a Director?

Good intention is great, but a few good working skills are important too. It is an advantage if directors possess some of the following general attributes:

- Knowledge of the Sport;

- Business Acumen;
- Board Experience;
- Policy Development;
- Team Player;
- Commitment to the Clubs Strategic Plan;
- Fundraising / Philanthropy;
- Human Resources Knowledge;
- Legal Knowledge;
- Marketing / Communications Knowledge/Background.

Director's Liability

All directors are equally liable for actions and decisions taken by the board. Non-attendance at a meeting at which a decision is made does not absolve a director from shared responsibility, accountability or liability.

Directors and Officers Liability Coverage for Club's

As a Freestyle Canada sanctioned club, your directors and officers are covered under the Canadian Snowsports Association Directors and Officers Liability Coverage for Clubs and Divisions. Your club may choose to have its' own coverage or may not be eligible if you are a for-profit club. Check with Freestyle Canada to learn about your club's Directors and Officers insurance.

Board Job Descriptions

Below is a list of typical job descriptions of a board. Use them as a guideline to create job descriptions for your board. It's a great idea for each board member to share goals and what they would like to accomplish for the year and any committees they would like to join based on their strengths. Every meeting (or as needed) you can do "check ins" to make sure everyone is feeling comfortable and empowered with the position they've taken on and that they are feeling supported in their goals and ambitions within the board.

President

General Role:

To foster a productive and collaborative approach and environment for your Club to succeed in the Club's Mission Statement.

- To carry out the stated goals of your Club to the best of their ability;
- To uphold the Club's core Values and Beliefs;
- To facilitate willing, respectful and courteous communications between Club Executive and its Members;
- To foster a team environment;
- To be present and participate in the activities the Club engages in including events, socials and fundraising initiatives.

Duties

- To work closely with the General Manager/Head Coach/Program Director to ensure the policies and procedures of the Club are observed and maintained;
- Preside at the executive and general meetings;
- Prepare and communicate agendas of executive and general meetings;
- Understand the financial position of the Club and contribute to responsible financial decision making by the executive;
- Meet with the current and incoming executive members to identify roles and responsibilities.

Provide each New Executive Member with:

- The Club's constitution and by-laws;
- Job descriptions;
- List of executive members and contact information;
- List of important dates and locations for executive and general meetings;
- Keep up to date with the responsibilities of the executive and committees and ensure these responsibilities are being carried out;
- Mentor and advise executive members as required;
- Communicate with BC Freestyle and Freestyle Canada regarding a change in policies, membership items/insurance/fees and event planning;
- Attend regional, provincial and national meetings where possible for example, BC Freestyle AGM;
- At the beginning of the term of office advise all those necessary of the new executive including BC Freestyle, and the bank;
- Be a member of other committees as required;
- As part of the executive, be familiar with the Club's constitution and by-laws.

Vice President

General Role:

- To foster a productive and collaborative approach and environment for the Freestyle Club to succeed in the Club's Mission Statement;
- To carry out the stated Goals of your Club to the best of their ability;
- To uphold the Club's core Values and Beliefs;
- To facilitate willing, respectful and courteous communications between Club Executive and its Members;
- To foster a team environment;
- To be present and participate in the activities the Club engages in including events, socials and fundraising initiatives.

Duties:

- Mentor and advise members of the executive as needed;
- Be a member of committees;

- Attend and contribute at executive and general meetings;
- Provide agenda topics and contribute to executive meetings;
- Understand the financial position of the Club and contribute to responsible financial decision making by the executive;
- As part of the executive, be familiar with the Club's constitution and by-laws;
- Assist the President in carrying out the administration of the club and in furthering its policies and programs;
- Perform all the duties pertaining to the office of president in the absence of the president;
- In case of a vacancy of the president's position, assume the role of president until the next annual general meeting.

Past President

General Role

- To foster a productive and collaborative approach and environment for your Club to succeed in the Club's Mission Statement;
- To carry out the stated Goals of your Club to the best of their ability;
- To uphold the Club's core Values and Beliefs;
- To facilitate willing, respectful and courteous communications between Club Executive and its Members;
- To foster a team environment;
- To be present and participate in the activities the Club engages in including events, socials and fundraising initiatives.

Duties:

- Advise and consult the President on matters where needed;
- Mentor and advise members of the executive as needed;
- Be a member of committees;
- Attend and contribute at executive and general meetings;
- Provide agenda topics and contribute to executive meetings;
- Understand the financial position of the Club and contribute to responsible financial decision making by the executive;
- As part of the executive, be familiar with the Club's constitution and by-laws.

Secretary

General Role

- To foster a productive and collaborative approach and environment for the Freestyle Club to succeed in the Club's Mission Statement;
- To carry out the stated Goals of the Freestyle Club to the best of their ability;
- To uphold the Club's core Values and Beliefs;
- To facilitate willing, respectful and courteous communications between Club Executive and its Members;
- To foster a team environment;

- To be present and participate in the activities the Club engages in including events, socials and fundraising initiatives.

Duties

- Attend all executive and general meetings;
- Designate another member as the alternate should the secretary be unable to attend either the general meeting or the executive meeting;
- Be responsible for the recording and preservation of the minutes. The minutes are to include date, time and place of the meeting; attendees of the meeting (executive only); all motions made, including name of mover and seconder; results of votes; copies of reports submitted (i.e. treasurer's report); a brief summary of discussions; any commitments made by members of the club; and the time of adjournment. Minutes should be concise;
- May request that executive members making reports at the meeting have a written summary to present or inclusion of any formal attachments;
- Email executive minutes to the president for reading for errors/omissions, amend as necessary and file upon approval by executive. Follow the same procedure for the general meeting minutes. The president then sends them out by email;
- Keep all minutes as official recordings of the club in a binder;
- As a member of the executive, be familiar with the constitution and by-laws that govern the club;
- Be a member of committees;
- Participate and assist in Race Office activities.

Treasurer

General Role

- To foster a productive and collaborative approach and environment for the Freestyle Club to succeed in the Club's Mission Statement;
- To carry out the stated Goals of the Freestyle Club to the best of their ability;
- To uphold the Club's core Values and Beliefs;
- To facilitate willing, respectful and courteous communications between Club Executive and its Members;
- To foster a team environment;
- To be present and participate in the activities the Club engages in including events, socials and fundraising initiatives.

Duties

- Attend all executive and general meetings;
- Reconcile club bank accounts at the end of each month;
- Be a Club designated signatory for distribution of cheques;
- Report on income and expenditures at each executive and general meeting;
- Work with Executive members, General Manager and Head Coach to provide financial information necessary for decision making when required;

- Bring a copy of the treasurer's report each meeting, ensuring that the recording secretary has a copy for club files;
- Manage Accounts Receivable and Accounts Payable transactions;
- Provide Justifications of expenses where required;
- Liaise with accounting on all financial matters regarding the club;
- Make routine disbursements by the authority of the executive. Extraordinary disbursements must be authorized by the general membership;
- Co-sign cheques with the president or alternate signing authority;
- Prepare the annual budget and present to the executive at the AGM;
- Arrange for a review of the books and the financial statements at the end of the fiscal year in collaboration with the accountant;
- Issue receipts, reimbursements and payroll items as directed by the GM and President of the club;
- As a member of the executive, be familiar with the Club's constitution and by-laws.

Director At Large

General Role

- To foster a productive and collaborative approach and environment for the Freestyle Club to succeed in the Club's Mission Statement;
- To carry out the stated Goals of the Freestyle Club to the best of their ability
- To uphold the Club's core Values and Beliefs;
- To facilitate willing, respectful and courteous communications between Club Executive and its Members;
- To foster a team environment;
- To be present and participate in the activities the Club engages in including events, socials and fundraising initiatives.

Duties

- Carry out duties mutually agreed upon and assigned by the executive.
- Attend all executive and general meetings.
- As a member of the executive, be familiar with the constitution and by-laws that govern the club.
- Be a member of committees.



- Maintain familiarity with Club activities and provide input on matters regarding the Club's business and development.

Board Orientation and Training

Once the Board has been elected and positions appointed, it's time to get to work...

New Board members require an orientation to the position, the policies and expectations of their positions. It may be worthwhile to develop a welcoming package outlining these items as well as reference materials for the individual to consult or review.

Here are some things that can help new members:

- A Board manual outlining positions, responsibilities, procedures etc.;
- Minutes of previous meetings;
- Link to Google Drive where all documents should live that are pertinent for board members to read and review, so they have a “whole picture” understanding of what is going on in the Club;
- Materials developed about the Club and its programs.

A proper welcome and training will help new members:

- Take on their roles in the organization both quickly and comfortably;
- Feel more connected to one another;
- Feel more connected to the organization;
- Better understand their role on the Board—why they were asked to join, and what is expected of them as members;
- Operate from the same "script" — that is, to understand the vision, mission, and their roles in the organization in the same way;
- Feel more motivated to do a better job.

Ongoing Training of Board Members

Of course, once you finish the original training session, your work has really just begun. Board training can (and should) continue as long as your Board is functioning. Not only does this help your Board become stronger, but it also provides a chance for Board members to continue their education.

Review major topics, which concern the Board. This might include:

- The Board Manual;
- The mission, vision and values of the Club;
- An overview of the Clubs history;
- Roles and responsibilities of the Board;
- An administrative calendar which schedules important Board activities;
- An organizational chart, including the list of current and planned committees;
- Information about how the Board conducts its meetings—what kinds of rules do you use to make sure that things get done?
 - Ensure adequate time for questions and answers;
 - Make sure that new members know who they should contact regarding questions and concerns on different topics in the future;
 - Make sure to involve new members immediately.

Don't let them go home without any homework! Instead, involve them in relevant committees or on projects that interest them at the first meeting. As with almost anything in life, strike while the iron is hot, and get people involved while energy is high. Becoming immediately immersed in the group's work will also solidify members' ideas of what the organization is all about.

Board Goal Setting, Performance and Evaluation

Board Performance Evaluation

- The board should set standards for its performance;
- Each director should set goals and expectations of themselves at the beginning of their term or each year. The board should also collectively set goals and expectations for individual directors and the board as a whole;
- Monthly, quarterly or annually the board should check in on not only individual director performance but more importantly to make sure directors are feeling supported and empowered to achieve their goals and expectations;

Board Member Tenure

Many boards experience persistently high turnover of members, creating the potential for instability. Regular turnover makes it hard for a board to gel as an effective group and to develop its thinking about strategic issues, and for an effective relationship between the board and its Executive Director/Head Coach/Program Director to develop.

Some boards experience the opposite problem – the retention of long-serving members who have become complacent.

There should be a balance between those who have enough experience to provide institutional memory and continuity and those who bring fresh energy and new ideas. Boards should consider extending tenure or limiting it, as appropriate. An ideal basic term seems to be two to three years with one or two further terms before a compulsory stand-down. Ideally, the retirement and the recruitment of new members should be staggered, to prevent too much loss of institutional knowledge or too long a break in the work programmed while new members are brought up to speed.

Election/Confirmation of the President

The President should be elected or appointed by the board at the first meeting after the AGM and should retain that position for as long as they have the board's confidence. Sometimes the members at large at a General Meeting have traditionally elected the president position. Voting members might feel this gives them control over the key leadership position on the board and hence over the board, but contemporary governance thinking sees the President more as a 'servant leader' than as a 'controller'. Effective Presidents guide dialogue, lead board thinking, facilitate the meeting process, and ensure board behavior and actions are consistent with the board's governance process policies. Board members themselves are generally best placed to determine who, among their number, is most suited to fulfill this role. Election at an AGM can be more of a popularity contest than a careful consideration of skill sets.

Board Leadership Through Tough Times

Board membership is not for the faint-hearted. Boardrooms can be quite challenging, not at a personal level but at an ideas level. A good board should explore ideas offered by the Executive Director/Head Coach/Program Director and other board members. This means being willing to put your own ideas onto the table to be examined and accepted or rejected. Boards and board members are further challenged to step up to the plate when the going gets tough. Money might be in short supply, or there might be a scandal associated with the sport. The Executive Director/Head Coach/Program Director might be underperforming. At such times the board might be called on to make tough choices. No one should agree to join a board unless they are willing to contribute through good and bad times, attend every board meeting – apart from in exceptional circumstances – prepare thoroughly for board meetings, be involved in additional meetings and governance-related activities and, most importantly, contribute fully at board meetings.

The role of President is critical in tough times, and strong leadership is often called for. But even a strong leader needs support from those most closely associated with him or her. When the board is under pressure, leaders emerge. A tough time for the board is, however, a tough time for all board members, not just those who put their hands up to help.

When the Board needs to Step in and Take over some Management Functions

Faced with a crisis involving the Executive Director/Head Coach/Program Director – for example, his or her unexpected loss at a critical time in the organization's life, or the discovery of fraud or incompetence – a board might need to take over some of the operational roles or duties. Although this situation is rare, no board can afford to sit back and be reluctant to step out of its role. Such circumstances might mean that the board must step out of its role in order to execute its fiduciary duties.

The Board Meeting

The First Meeting

It is customary to ask a Board member to chair the first meeting until a President or Chair is chosen, and another to take minutes. This temporary Chair and one or two other Board members can draft an agenda for the first meeting.

The agenda should include:

- Introductions all around;
- A report from the Director, if there is one, about the state of the Club;
- Discussion of Board structure, including officers and standing committees;
- Discussion of Board goals, and of the tasks necessary to meet those goals;
- Preliminary discussion of other committees needed to address those tasks;
- The election of officers;
- The appointment, at least temporarily, of committee chairs;
- Assignment of members to committees.

Election of officers, the appointment of committee chairs, and assignment to committees could wait until the second meeting when Board members have more knowledge of one another. If it is put off, however, the first meeting should include the setting of part of the agenda for the next meeting, with the election of officers, the appointment of committee chairs, and assignment of members to committees at the top of the list. Board members interested in offices or particular committees should have an opportunity during or directly after the first meeting to make their preferences known:

- A Board meeting schedule
- Anything else of importance to the Club

Board members should leave the meeting feeling that the Board has a clear structure and that they got a lot done. If members can leave the first meeting with a sense of accomplishment and purpose, the Board will be off to a great start.

Minutes

The Secretary takes board-meeting minutes. They are a record of the meeting and must be kept in a book of record and made available to general membership if requested.

Be sure to emphasize any agreements that were made or actions that will come out of the meeting. (For example, "Sam has agreed to contact parents and ask for their help for our upcoming fundraiser.") Make sure that these minutes are sent out promptly -- within a week of the meeting. Minutes from a meeting three months ago have lost much of their power to prompt people to follow up on their commitments.

Adopt a tone for your clubs meetings

Many Boards, certainly, are much less structured and conventional than we've talked about here. So, when you're developing your game plan for training, make sure it's just as loose, informal, and light-hearted as your organization. A well-defined, well-run training will go

miles in making your Board's work outstanding -- but leavening it with a few laughs will help to make the Board itself a wonderful creation to be a part of.

Roberts Rules

Boards can adopt a time tested set of meeting rules that will aid in the procedural under-takings of a formal board meeting. Review the Roberts Rules “Cheat Sheet” in the Appendix of this manual to learn more about Roberts Rules.

Attendance and Communication

Board member attendance is important for a couple of reasons. When board members fail to attend meetings, decisions may be made without their expertise or involvement. That defeats the purpose of having a diverse board. If too many members fail to attend, the board may not reach a quorum. The bylaws will dictate the number of members that constitutes a quorum and may have some other restrictions regarding when voting may or may not be valid.

Some bylaws require board members to attend at least two regular or special meetings. Board members that fail to comply with the two-meeting rule may be asked to resign from the board.

Tasks Before the Board Meeting

Many of the semantics regarding board meetings need to occur before the board meeting ever starts. The board Secretary and Board Chair play key roles in making sure that everything is in place for an effective board meeting.

The secretary may also need to follow up on board members that have not responded to the RSVP. Remember that little or no business can occur unless there is a quorum. The board secretary will also need to send out a separate invitation to speakers, presenters, or other important guests.

The secretary will also need to ask for items to be added to the agenda and send out a draft of the agenda to board members for a review. This step should be taken at least two weeks prior to the actual board meeting. If needed, the agenda can still be changed at the start of the meeting by a vote of the members.

Standards for the Agenda

There is a standard format for the agenda that is a generally accepted practice. Board members have the ability to deviate from the standard format by designating variances within their bylaws. Every item on the agenda is an informational item or an action item.

Here's a standard sequence for meeting agenda items:

- Call to order;
- Approve meeting agenda;
- Approve minutes of the last meeting;
- Financial and business reports;
- Committee reports-discussion and action;
- Old business;

- New business;
- Open dialogue;
- Public participation;
- Announcements;
- Confirm next meeting date/time/location;
- Adjournment.

The Significance of Board Resolutions

A resolution differs from a motion in that it states an action that the board has approved and states the reasons for taking that action. Resolutions are sometimes used for publicity reasons or to indicate that the board is complying with the organization's mission. Resolutions typically use very formal language. For example, "Whereas it is the responsibility of the board to remain financially stable...."

Reasons that board members might adopt a resolution:

- A new member is voted to the board;
- Expand, hire, or let go of a large number of workers;
- Make a major decision.

Adopting a resolution is a way to get a formal statement into the board minutes for recordkeeping purposes.

Meeting Frequency and Duration

The board should meet as often and for as long as it needs to carry out its governance duties. Once a month is reasonable to provide board members time to consider objectives and tasks from the last meeting while keeping up with current issues.

The less often boards meet, the more difficult it is to develop and maintain continuity of thought. Infrequent meetings may force either the executive director/head coach or the president (or both) to exercise a higher level of initiative and autonomy than the board is comfortable with.

Board Meeting Focus and Structure

The time available for a board to meet is arguably its scarcest resource. Boards can get 'bogged down' in shorter-term, day-to-day operational and management matters at the expense of paying adequate attention to governance-level policy and strategic issues with longer-term significance. A balance is needed between reviewing past performance and dealing with the future through deliberations on policy and strategy.

Given that most board members accept a governance role 'for love rather than money', it is important they enjoy it. They need to be satisfied that meeting time has been well spent. Frustrated or disenchanted board members aren't likely to be constructive or effective contributors. At best, such members are likely to passively 'opt out'. At worst, they're likely to be disruptive.

Successful meetings are when:

- Meetings are well planned and support effective preparation;
- They are well chaired, balancing effectiveness and efficiency;
- Board members work well together, and the meeting process allows everyone to participate fully without drifting off topic or running too long;
- Board members are disciplined (e.g. they stick to the issue, don't dominate discussion, listen actively to others);
- Respect is given to different points of view (and there is a diversity of viewpoints);
- The board's deliberations are based on dialogue (collaborative discourse) rather than debate (competitive discourse);
- There is a sense of having dealt deliberately and satisfactorily with important issues
- When members understand that when someone disagrees with them, it is not a personal attack, but rather a different view and one that needs to be heard.

Duties of a Board Member

As a Board member you will have particular duties that are required of you. Here are some to list a few:

Duty of Knowledge

- Understand the content of the fundamental documents including; bylaws, board policies;
- Be familiar with BC Freestyle “PSO’s” goals and strategies, codes of conduct and other policies that apply to you and other club members.

Duty of Care

- Act in accordance with a minimum standard of care to the athletes;
- Exercise the care, diligence and skill of a reasonably prudent person.

Duty of Skill and Prudence

- Anticipate any probable consequences of any course of action that the organization may choose to take.

Duty to Manage

- Appoint and supervise an Executive Director and Board President;
- All FSO decisions and actions must be in accordance with the law;
- Acquire adequate knowledge of the business and functioning of the organization.

Fiduciary Duty

- Avoid acting in such a way that personal interest conflicts with the interests of the Organization;
- Act honestly and in good faith;
- Be loyal to and to act in the best interest of the Organization;
- Subordinate every personal interest to those of the Organization.

Investment and Financial Powers

- Have up-to-date investment and financial policies that are monitored rigorously.

Duty to Avoid Conflicts of Interest

- A board member must act at all times in the best interest of FSO, CFSA, and the sport.
- Conflicts must be declared;
- Board members must remove themselves from situations where conflicts of interest or perceived conflicts of interest may arise.

Duty to Act within a Scope of Authority

- Board members must know both the scope of their own authority and the permitted activities of the organization.

Coaches

Coaches play a critical role in sport. They are the ones who we as parents entrust our children to, often in environments where we as parents would not go. They teach our young athletes' foundational skills, which will carry them through their careers in sport and then hone those skills into sharpened talent to compete at levels the athlete never thought possible. Coaches make deep connections with athletes and can open doors for them not only in sport, but also in life.

Clubs that truly appreciate coaches for roles they play their organization will soon realize what an asset they are when their membership continues to grow along with their programs. It's a team and the Board and the coaches must know that.

Importance of Certification and Coaching Association Membership (taken directly from CSA Risk Management Guide)

"All coaches must be members of the CSA through their NSO and must be properly trained and experienced for the level they are involved in. Must be current members in good standing where such exists of a recognized Coaching Association (CFSA, CASI, CSIA).

It is noted that CSCF defines "a member in good standing" as: completed 4 education credits annually completed 1 risk management credit annually; signed an annual CSCF Code of Conduct, and paid annual fees. Coaches require constant skills upgrading as well as performance monitoring and should be supported by their clubs. Coaches working alone or without sports first aid assistance close by should have training in Sports First Aid as well as CPR. "Freelance" or "Independent" coaches working for themselves or working directly for a racer are not covered by the CSA liability policy unless they are CSA/NSO members and are supervised by Club head coach or Club program director and members of a CSA Member Discipline.

It is clear that athletes that are involved in any manner (Training camps, Dryland, etc.) with Freelance Coaches do so at their own risk. There is no liability insurance in place through CSA or NSO working with freelance coaches under such conditions. The Canadian Ski Coaching Federation (CSCF) have stated that freelance coaches, that are involved in conducting Training camps, Dryland, etc. do so at their own risk. There is no liability insurance through ACA, CSA, CSCF and/or ASNS for freelance coaching."

Employment vs. Contract

Clubs should ensure that the employment status of all coaches is clearly set out in writing, whether hired as employees of the club or as independent contractors. All terms and conditions, obligations and duties should be clearly spelled out.

In all cases the coach should either be provided as part of the terms of employment with appropriate accident and medical insurance, including income loss or continuance and/or should be registered with the appropriate WCB provincial agency, if permitted in their

province. Clubs need to be aware that the WCB/WorkSafeBC regulations vary from Province to Province/Territory and may impose legal obligations on the club irrespective of how the coach is employed and these are third-party providers who can also do this.

Further, if coaches are employees of the Club, the employer is required to deduct CPP and EI premiums and submit these premiums to Revenue Canada along with the appropriate payroll reports. Additionally all conditions in the British Columbia Employment Standards Act and applicable regulations apply.

If the Club is audited by Revenue Canada and found to have employees rather than contract workers, the Club can be on the hook for unpaid payroll deductions PLUS penalties for **years...**

A Club needs to MAKE SURE they are onside with Revenue Canada in all matters, especially with employees vs. Contract workers.

Club oversight of coaching staff (taken from CSA Risk Management Guide)

Club Executive or an identified program committee should monitor all activities and create a coaching reporting and evaluation system. Club Executive should encourage and demand that all coaches take minimum officials certification levels and must encourage regular upgrading. Safety Education courses or programs should be offered on an ongoing basis to Coaches and Officials. Coaches must be required to meet the minimum standards of safety/sport first-aid education. Continuing education for coaches, officials and volunteers should be considered and should include written materials, films, lectures and seminars

The Host Resort Relationship

No matter where your freestyle ski club is located, chances are it's on a ski hill. The Host Resort is the key primary relationship for any club to maintain.

- The ability for the club to train and operate programs on the hill;
- A willingness for the host resort to provide key resources such as training areas or grooming at low or no cost to clubs;
- The host can make or break a club's opportunity to host events;
- Provide critical support for events by helping build features or develop terrain to train on, build venues for events, run supplies to and from locations, blading snow for work piles, setting up tents and platforms for judges etc.

The list of benefits of a healthy working relationship can go on for miles. So, what can clubs do to foster this kind of positive working relationship?

- Meet with the mountain preseason to discuss concerns from the mountain's perspective perhaps if it's the first meeting in a while start with a debrief from the previous season;
- Review the club's programs and offerings and seek to understand the perspective of the host in what concerns they may have either in who, what, how and where programs are operated;
- Review the club's intended events for the season and identify important event planning dates for the club to sit down with the resort;



- Establish a communications avenue both for the mountain and the club that would serve as an avenue for complaints, problem solving, resource requests such as grooming etc. Once established, enforce those lines of communication with the club to ensure they are available, reliable and effective for the host resort (and vice versa!);
- Conduct periodic check-ins to make sure concerns are being addressed and lines are open.

The Host Resort is a critical partner in running any successful on-mountain event. Establishing and maintaining a good working relationship with host resorts will ensure your club will be able to operate successfully (at home!) for years to come.

Risk Management

Each Club will have a set of their own risk management policies that may be specific to their club; however, the Canadian SnowSports Association (CSA) has developed a comprehensive Risk Management Manual for Ski Clubs in Canada. The topics include:

- | | | |
|---------------------------|-------------------------------|-----------------------------------|
| ● Membership Structure | ● Athletes | ● Conflict Resolution |
| ● Registration | ● Officials | ● Sports Medicine |
| ● Coaching | ● Volunteers | ● Anti-Doping |
| ● Employment vs. Contract | ● Policies | ● Management of facilities |
| ● Background checks | ● Child Protection guidelines | ● Dryland and off-snow activities |
| ● Duty of Care | ● Concussion Management | ● Accident reporting |
| ● Minors | ● Code of Conduct | ● Competition guidelines |

The CSA Risk Management Manual is a **MUST READ** for *all* snow sports clubs in Canada. Print it off and make it available to your board members.

Appendices

Board Evaluation Questions

You can choose a variety of tools to conduct evaluations and gather information including surveys and questionnaires, self-assessment tools and personal interviews.

Board members should conduct self-assessments regularly. This can include a brief check-in after each meeting along with a more comprehensive one annually or at the end of a term. An annual self-assessment may be kept confidential for the member's personal growth and development goals, or it may be collected by the chairperson or board development committee so that a broader perspective can be gained about possible board training needs. A self-assessment can include items such as:

- The percentage of meetings attended over the year (or term).
- The satisfaction level of meeting preparation;
- The satisfaction level of meeting participation;
- Personal strengths and weaknesses;
- The success level of meeting the criteria laid out in the board job description.

Items that a board will want to look at when evaluating its work as a whole include:

- How it operates within its mission, goals and bylaws;
- Board members' understanding of their roles and responsibilities;
- Board job descriptions;
- The work of committees and their terms of reference;
- The composition and structure of the board;
- Risk management policies and safeguards;
- Recruitment and orientation practices;
- Evaluation procedures for senior staff and individual board members;
- Accomplishments and actions taken that relate to the organization's strategic plan.

Board Conflicts

Most board members want to govern well, but occasionally there is a member who either has questionable motives or seems dedicated to making someone's life miserable. Even if this member appears irredeemable, they are part and parcel of working with, or within, a board and must be managed.

Disagreement on a board can be productive or destructive. It can encourage understanding, impetus and integrity, but boards and Executive Directors/Head Coaches/Program Directors must be able to disagree without being disagreeable. The ability to argue different points of view in the interests of the organization and leave these differences behind at the end of such a discussion is a vital attribute of competent board members.

Reasons for board conflict may include:

1. Diverse membership – diversity can offer great benefits but can also increase the potential for conflict because of differences in:

- Personal and communication styles;
- Viewpoints and levels of awareness or understanding;
- Expertise;
- Personal beliefs and values;
- Professional backgrounds, values and language;
- Life experiences;
- Constituencies;
- Personal expectations;
- Commitment and loyalty to the organization;
- Ego;
- Attitude to risk.

2. Role confusion and tension.

3. Different agendas – different visions/aspirations for the organization, with the challenge of establishing a unified vision.

4. Different expectations – for example, about the amount of information required, topics that should be on the agenda, etc. The President must take the lead in resolving conflict as it is the President who:

- Sets the agenda;
- Manages board meetings;
- Facilitates discussion and communication;
- Keeps protagonists focused on the issues, not on the personalities.

Regardless of the type of conflict, unless he or she is directly involved, a chief executive should not take a visible lead because:

- It may give the appearance of taking sides;
- It may undermine the confidence individual directors have in the Head Coach/Executive Directors objectivity;
- The Head Coach/ Executive Director can support the President but not do the President's job.

Dealing with Troublesome Board Members

It is important to distinguish between a director who is genuinely dysfunctional and one who is merely 'difficult'. Healthy dissent should be valued, but dysfunctionality occurs when personal agendas, disruptive behavior or conflicts of interest prevent a director from contributing effectively. It alienates or inhibits other board members and prevents the board from leading effectively.

Characteristics of Troublesome Board Members

Each of the following characteristics will force a board to alter its behavior to accommodate or counteract this member, leading to a loss of focus and performance. The Head Coach/Executive Directors performance can also be seriously affected:

- Aggressive personal behavior – at its extreme, this is straightforward playground-style bullying;
- Misinformation – only tells the convenient part of the story, mixes up facts, distorts or withholds information, may be intellectually dishonest;
- Mixed messages – for example, board and staff are confused, set at cross- purposes, split into opposing camps, played off against each other;
- Obsessive discussion – the board is distracted by this board member's preoccupation with a particular topic or issue;
- Subterfuge – board and/or staff alter their usual approach to accommodate or counteract this member;
- Crisis du jour – the board and staff are diverted by whatever problem the board member brings with them;
- Apathy – the board silently shrugs its shoulders and shuts down.

Possible preventive strategies

Understand the cause of the problem:

- Select directors carefully;
- Induct effectively;
- Conduct individual board member performance assessment and follow up with professional development;
- Provide a trial period;
- Set term limits;
- Make performance expectations and criteria explicit;
- Establish clear job descriptions;
- Adopt a code of conduct/ethics;
- Reach explicit agreement on governing style;
- Promote active chairmanship and directorship – referee the boundary lines;
- Establish a conflict resolution process;
- 'Go with' the resistance;
- Call in an expert;
- Get tough and say goodbye.



A Perspective on Misguided Governance

This is a difficult situation to manage. It is not uncommon to find a board that is dominated by one director or has very strong or overbearing personalities. At times the voice of strong willed or persistent individuals can cause divides or even steam-roll boards into decisions they wouldn't otherwise have made. The responsible board should:

- Discuss the situation with other board members and bring up the fact that they feel they are coerced or otherwise pushed into making decisions they would not have otherwise made
- Decide if others feel the same way
- Plan a discussion with the individual to address the problem and provide opportunity to correct the forceful behavior
- If the behavior persists the Board must table a motion and cast a vote to expel the member from further participation on the board

Clubs need responsible governance. As a Board all of your actions must be measured against the question of: "what is in the best interest of the Club."



Roberts Rules – a Cheat Sheet

PROCEDURE FOR HANDLING A MAIN MOTION NOTE:

Nothing goes to discussion without a motion being on the floor. Obtaining and assigning the floor, a member raises hand when no one else has the floor

- The chair recognizes the member by name How the Motion is Brought Before the Assembly
- The member makes the motion: I move that (or "to") ... and resumes his seat.
- Another member seconds the motion: I second the motion or I second it or second.
- The chair states the motion: It is moved and seconded that ... Are you ready for the question?

Consideration of the Motion

1. Members can debate the motion.
2. Before speaking in debate, members obtain the floor.
3. The maker of the motion has first right to the floor if he claims it properly
4. Debate must be confined to the merits of the motion.
5. Debate can be closed only by order of the assembly (2/3 vote) or by the chair if no one seeks the floor for further debate.

The chair puts the motion to a vote

1. The chair asks: Are you ready for the question? If no one rises to claim the floor, the chair proceeds to take the vote.
2. The chair says: The question is on the adoption of the motion that ... As many as are in favor, say 'Aye'. (Pause for response.) Those opposed, say 'Nay'. (Pause for response.) Those abstained please say 'Aye'.

The chair announces the result of the vote

1. The ayes have it, the motion carries, and ... (indicating the effect of the vote) or
2. The nays have it and the motion fails

WHEN DEBATING YOUR MOTIONS

1. Listen to the other side
2. Focus on issues, not personalities
3. Avoid questioning motives
4. Be polite

HOW TO ACCOMPLISH WHAT YOU WANT TO DO IN MEETINGS MAIN MOTION

You want to propose a new idea or action for the group.

- After recognition, make a main motion.
- Member: "Madame Chairman, I move that _____."



AMENDING A MOTION

You want to change some of the wording that is being discussed.

- After recognition, "Madame Chairman, I move that the motion be amended by adding the following words _____."
- After recognition, "Madame Chairman, I move that the motion be amended by striking out the following words _____."
- After recognition, "Madame Chairman, I move that the motion be amended by striking out the following words, _____, and adding in their place the following words _____."

REFER TO A COMMITTEE

You feel that an idea or proposal being discussed needs more study and investigation.

- After recognition, "Madame Chairman, I move that the question be referred to a committee made up of members Smith, Jones and Brown."

POSTPONE DEFINITELY

You want the membership to have more time to consider the question under discussion and you want to postpone it to a definite time or day, and have it come up for further consideration.

- After recognition, "Madame Chairman, I move to postpone the question until _____."

PREVIOUS QUESTION

You think discussion has gone on for too long and you want to stop discussion and vote.

- After recognition, "Madam President, I move the previous question."

LIMIT DEBATE

You think discussion is getting long, but you want to give a reasonable length of time for consideration of the question.

- After recognition, "Madam President, I move to limit discussion to two minutes per speaker."

POSTPONE INDEFINITELY

You want to kill a motion that is being discussed.

- After recognition, "Madam Moderator, I move to postpone the question indefinitely."

POSTPONE INDEFINITELY

You are against a motion just proposed and want to learn who is for and who is against the motion.

- After recognition, "Madame President, I move to postpone the motion indefinitely."

RECESS

You want to take a break for a while.

- After recognition, "Madame Moderator, I move to recess for ten minutes."



ADJOURNMENT

You want the meeting to end.

- After recognition, "Madame Chairman, I move to adjourn."

PERMISSION TO WITHDRAW A MOTION

You have made a motion and after discussion, are sorry you made it.

- After recognition, "Madam President, I ask permission to withdraw my motion."

CALL FOR ORDERS OF THE DAY

At the beginning of the meeting, the agenda was adopted. The chairman is not following the order of the approved agenda.

- Without recognition, "Call for orders of the day."

SUSPENDING THE RULES

The agenda has been approved and as the meeting progressed, it became obvious that an item you are interested in will not come up before adjournment.

- After recognition, "Madam Chairman, I move to suspend the rules and move item 5 to position 2."

POINT OF PERSONAL PRIVILEGE

The noise outside the meeting has become so great that you are having trouble hearing.

- Without recognition, "Point of personal privilege."
- Chairman: "State your point."
- Member: "There is too much noise, I can't hear."

COMMITTEE OF THE WHOLE

You are going to propose a question that is likely to be controversial and you feel that some of the members will try to kill it by various maneuvers. Also you want to keep out visitors and the press.

- After recognition, "Madame Chairman, I move that we go into a committee of the whole."

POINT OF ORDER

It is obvious that the meeting is not following proper rules.

- Without recognition, "I rise to a point of order," or "Point of order."

POINT OF INFORMATION

You are wondering about some of the facts under discussion, such as the balance in the treasury when expenditures are being discussed.

- Without recognition, "Point of information."

POINT OF PARLIAMENTARY INQUIRY

You are confused about some of the parliamentary rules.

- Without recognition, "Point of parliamentary inquiry."

APPEAL FROM THE DECISION OF THE CHAIR

Without recognition, "I appeal from the decision of the chair."

Rule Classification and Requirements

Class of Rule	Requirements to Adopt	Requirements to Suspend
Charter	Adopted by majority vote or as proved by law or governing authority	Cannot be suspended
Bylaws	Adopted by membership	Cannot be suspended
Special Rules of Order	Previous notice & 2/3 vote, or a majority of entire membership	2/3 Vote
Standing Rules	Majority vote	Can be suspended for session by majority vote during a meeting
Modified Roberts Rules of Order	Adopted in bylaws	2/3 vote