Governance, Policy and Procedures Manual

Ontario Volleyball Association

Version 1.3

Effective date: December 6, 2015
# Table of Contents

## Part 1: Introduction and Administration

1.2 Reasons for Adoption. 4  
1.2 Consistency. 4  
1.3 Transition 6  
1.4 Changes. 6  
1.5 Specificity 7  
1.6 Oversight Responsibility 7  
1.7 Maintenance of Policies. 8

## Part 2: Organization Essentials

2.1 Vision 9  
2.2 Mission 9  
2.3 Purpose 9  
2.4 Values 9  
2.5 Stakeholders 10  
2.6 Beneficiaries 10  
2.7 Functions 10  
2.8 Strategies 10  
2.9 Key Performance Indicators 10  
2.10 Strategic Plan 11

## Part 3: Board Structure and Processes

3.1 Governing Style. 12  
3.2 Board Job Description 13  
3.3 Expectations of Board Members 14  
3.4 Board Member Criteria 15  
3.5 Nominations Process 17  
3.6 Orientation 18  
3.7 President’s Role 18  
3.8 Board Meetings 19  
3.9 Committees 19  
3.10 Regional Council. 22  
3.11 Officials Council 27  
3.12 Operational Committees. 29  
3.13 Advisory Groups and Task Forces 30  
3.14 Board Members’ Code of Conduct 30  
3.15 Member Meetings

## Part 4: Board—Executive Director/Staff Relationship

4.1 Delegation to the Executive Director 32  
4.2 Executive Director Job Description. 32  
4.3 Communication and Counsel to the Board 33  
4.4 Monitoring Executive Performance 33
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5</td>
<td>ANNUAL EXECUTIVE DIRECTOR PERFORMANCE REVIEW</td>
<td>34</td>
</tr>
<tr>
<td>4.6</td>
<td>STAFF COMPENSATION</td>
<td>35</td>
</tr>
<tr>
<td>4.7</td>
<td>STAFF TREATMENT</td>
<td>35</td>
</tr>
<tr>
<td>4.8</td>
<td>EXECUTIVE DIRECTOR TRANSITIONS</td>
<td>36</td>
</tr>
<tr>
<td>4.9</td>
<td>BOARD REFERENCE BOOK AND BOARD WEBSITE</td>
<td>36</td>
</tr>
</tbody>
</table>

**PART 5: EXECUTIVE PARAMETERS**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>GENERAL GUIDANCE</td>
<td>37</td>
</tr>
<tr>
<td>5.2</td>
<td>FINANCE PARAMETERS</td>
<td>37</td>
</tr>
<tr>
<td>5.3</td>
<td>PROGRAM PARAMETERS</td>
<td>38</td>
</tr>
<tr>
<td>5.4</td>
<td>ADVANCEMENT PARAMETERS</td>
<td>39</td>
</tr>
<tr>
<td>5.5</td>
<td>AUDIT AND COMPLIANCE PARAMETERS</td>
<td>40</td>
</tr>
<tr>
<td>5.6</td>
<td>MISCELLANEOUS</td>
<td>41</td>
</tr>
</tbody>
</table>

**APPENDICES**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>STRATEGIC PLAN GOALS</td>
<td>43</td>
</tr>
<tr>
<td>B</td>
<td>KEY PERFORMANCE INDICATORS</td>
<td>43</td>
</tr>
<tr>
<td>C</td>
<td>BOARD NOMINATION FORM</td>
<td>46</td>
</tr>
<tr>
<td>D</td>
<td>MEETING EVALUATION FORM</td>
<td>48</td>
</tr>
<tr>
<td>E</td>
<td>REGIONAL REPORT TEMPLATE</td>
<td>49</td>
</tr>
<tr>
<td>F</td>
<td>EXECUTIVE DIRECTOR’S JOB DESCRIPTION</td>
<td>50</td>
</tr>
<tr>
<td>G</td>
<td>COMMITTEE/TASK FORCE TERMS OF REFERENCE TEMPLATE</td>
<td>53</td>
</tr>
</tbody>
</table>
Part 1: Introduction and Administration

This Governance, Policies and Procedures Manual contains all of the current standing (ongoing) policies adopted by the board of the Ontario Volleyball Association (OVA) since the initial approval of the GPPM on March 23, 2013.

1.2 Reasons for Adoption.

The reasons for adopting this GPPM include:

* Efficiency of having all ongoing board policies in one place
* Ability to quickly orient new board members to current policies
* Elimination of redundant or conflicting policies over time
* Ease of reviewing current policy when considering new issues
* Providing clear, proactive policies to guide the Executive Director (ED) and staff.

1.2 Consistency.

Each policy in this document is expected to be consistent with the law, the articles of incorporation, and the bylaws, all of which have precedence over these board policies. Except for time-limited or procedural-only board decisions (approving minutes, electing an officer, etc.), which are recorded in regular board minutes, all standing policies shall be included or referred to in this document. The Executive Director or designee, is responsible for developing organizational and administrative policies and procedures that are consistent with this GPPM.

Guide to Hierarchy of Statutes, Policies: (each level must be consistent with those above)

<table>
<thead>
<tr>
<th>1. Federal and Provincial Laws</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board expects the Governance Committee and the Executive Director to monitor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Parent Organization Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Volleyball Canada policies that may be applicable. The Board expects the Executive Director to monitor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Articles of Incorporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seldom needs changing</td>
</tr>
</tbody>
</table>
### 4. By-Laws

Should be revised and updated regularly. Responsibility of the Governance Committee.

### 5. Governance, Policies & Procedures Manual (GPPM)

The “one-voice” of the Board. Maintained and updated by the Governance Committee and implemented by the Executive Director.

### 6. Operational Policies

Planning documents, staff manuals, accounting procedures, etc. Important “policies and procedures” that guide staff in their day-to-day work. Development and maintenance is the responsibility of the Executive Director.

---

**Concept of Principles, Policies, Rules, Regulations (adapted from SDRCC Fair Play)**

<table>
<thead>
<tr>
<th>1. Principles:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principles are more general than Policies. They are value based and guide the development of policies and/or rules/procedures.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Policies:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The broadest sets of guidelines. How a sport organization goes about its business. Policies will often serve a “mission” or goal. (Example: a policy not to discriminate based on sexual orientation).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Rules/Regulations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrower than policies, rules are the nitty-gritty laws that need to be followed. (Example: athletes must be 16 years old in order to be considered for the team).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Criteria:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items to be considered in making decisions. Criteria can be objective and/or subjective.</td>
</tr>
</tbody>
</table>

**Objective criteria** are concrete and therefore less likely to give rise to conflicting interpretations. When objective criteria exist they should be used. (e.g. In the area of athlete selection, Objective criteria include: Quantifiable evaluations, such as jumping a certain height, recording a specified time).

**Subjective criteria** might include leadership qualities, potential for improvement, work ethic, team chemistry, expression, heart, and past experience. Often there can be both objective and subjective criteria. When subjective criteria are used, there needs to be a pre-existing policy of what subjective criteria will be factored into the decision, defining the terms and giving examples—all with the underlying goal of reducing the possibility of misunderstanding and conflict and thus contributing to Fair Play.
1.3 Transition

Whether adopted part by part or as a complete document, as soon as each version of the GPPM is voted on as the “one voice” of the board, those policies are deemed to supersede any past policy that might be found in previous minutes unless a prior board resolution or contract obligates the organization with regard to a specific matter. If any actual or apparent conflict arises between the GPPM and other policies or board resolutions, the matter shall be resolved by the President or by the entire board as may be appropriate. In most cases, the conflict can be resolved by the President through a decision that is to be recorded and reviewed and if appropriate ratified at the next Board meeting.

1.4 Changes.

These policies are meant to be frequently reviewed and refined. The Executive Director (or designate) helps the board formulate new language in the GPPM by distributing proposed changes in advance. When language is recommended for deletion, it is shown in strike-through format. Proposed new language is underlined. Each section with a proposed change can be preceded by the # sign to help readers quickly locate proposed changes. Any change to this GPPM must be approved by the full board. All changes should remain in “Track Changes” version until the Board approves the document. Any Board member or the Executive Director (or designate) may propose changes to the GPPM, which should be submitted to the Governance Committee.

Proposed changes shall be referred to and reviewed by the OVA Governance Committee (where applicable) before being presented to the board for action. Whenever changes are adopted, a new document should be created, dated, and quickly made available to the board and staff through secure website posting. The previous version(s) should be kept on file or e-file for future reference if needed, up to seven years.

The following table specifies the responsibilities of the Board and the Executive Director with regard to Board Policies.

<table>
<thead>
<tr>
<th>BOARD POLICY</th>
<th>BOARD</th>
<th>ED/STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>FORMULATION</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Identify needs, then formulates and consider options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DETERMINATION</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Legal responsibility to decide if policy should be approved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IMPLEMENTATION OF BOARD POLICIES</td>
<td>YES</td>
<td>NO</td>
</tr>
</tbody>
</table>
1.5 Specificity

Each new policy will be drafted to fit in the appropriate place within the GPPM. Conceptually, policies should be drafted from the "outside in," i.e., the broadest policy statement should be presented first, then the next broadest, etc., down to the level of detail that the board finds appropriate for board action and below which management is afforded discretion as to how it implements the policies in this GPPM.

1.6 Oversight Responsibility

Following is an outline of the OVA Governance Structure with a list of the OVA Board committees, the Operational committees and any advisory or other groups. It also indicates the Committees primarily responsible for drafting and reviewing those parts, and the individuals who are given the authority to implement (including interpreting these sections and making decisions) within the scope of those policies:

<table>
<thead>
<tr>
<th>Part/Section</th>
<th>Oversight Responsibility</th>
<th>Implementation Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction &amp; Administration</td>
<td>Board/Governance Committee</td>
<td>Executive Director</td>
</tr>
<tr>
<td>2. Organization Essentials</td>
<td>Board</td>
<td>Executive Director</td>
</tr>
<tr>
<td>3. Board Structure &amp; Processes</td>
<td>Board/Governance Committee</td>
<td>President</td>
</tr>
<tr>
<td>4. Board–Executive Director/Staff Relationship</td>
<td>Board</td>
<td>President/Executive Director</td>
</tr>
<tr>
<td>5. Executive Parameters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 General Guidance</td>
<td>Governance Committee</td>
<td>President/Executive Director</td>
</tr>
</tbody>
</table>
1.7 **Maintenance of Policies.**

The VP-Admin/Secretary shall ensure that staff record and publish all standing policies correctly. The Executive Director (or designate) shall maintain the policies’ file and provide updated copies to the board whenever the policies change, or upon request. The board will ask legal counsel to review this GPPM every two years to ensure compliance with the law or whenever changes dictate a legal review. Discrete documents referred to in the GPPM will be kept in a Board Reference Book.
2.1 Vision

OVA’s vision is

*The OVA is a leading sport organization in Canada.*

This Vision contains three statements: (1) that Volleyball becomes the preferred sport of participation; (2) that we will showcase the sport for Ontarians and (3) that the OVA will become a leading sport organization in Canada.

2.2 Mission

OVA’s mission is

*The OVA is an athlete-centered Association where dedicated volunteers and professional staff provide leadership in the growth and development of volleyball for all Ontarians.*

2.3 Purpose

OVA’s purpose is

*To cultivate a culture of lifelong participation through the value of sport in improving health and well-being, and identifying an optimal path for athletes to meet their sporting goals – whether they are recreational in nature or have podium aspirations.*


2.4 Values

The values that guide OVA in everything we do.

**Accountability:** acting in a fiscally responsible and transparent manner with OVA funds, governance and operations promoting practices that contribute to safe sporting environments.

**Excellence:** designing and delivering the best possible programs and services for all OVA stakeholders.

**Intentional:** by developing programs that are based on clear strategic objectives in order to achieve high quality meaningful and relevant desired outcomes.
Sustainable: by building organizational capacity, partnerships, innovative funding, sharing and economizing of resources to achieve the strategic objectives and sport mandate.

Integrity & Respect: interacting with all our stakeholders by fostering trust in all our relationships as consistently demonstrated by our actions and promoting inclusivity for all Ontarians in fair manner.

2.5 Stakeholders

The primary stakeholders whom the board feels accountable to are association members, Volleyball Canada, contractual partners and funders.

2.6 Beneficiaries

The primary beneficiaries of our services and programs are association members, Volleyball Canada and communities.

2.7 Functions

The major functions and the approximate percentage of total effort that is expected to be devoted to each may be found in the Strategic Plan.

2.8 Strategies

The primary strategies by which we will fulfill our mission for the period 2016-2020 include:

- Operations Excellence
- Facilities
- Coaches & Officials
- Programs
- Competitions
- High Performance

The strategic goals and objectives are detailed in Appendix A, Strategic Plan.

*See appendix B for the Operational Plan, which includes yearly operational goals and yearly budget.

2.9 Key Performance Indicators

There are four key performance indicators (KPI) that will monitor strategic progress, and are focused on measuring how successful OVA is at meeting its strategic priorities.
OVA’s Key Performance Indicators may be found in Appendix B.

2.10 Strategic Plan

The board is expected to be visionary at all times. The Strategic Planning Committee (or the Executive Director’s designate) will develop a 4-year strategic plan and corresponding yearly operational plans based on the policies in this GPPM.

The strategic plan will be reviewed annually and updated as appropriate. Major activities in the plan will be linked to the relevant sections of this GPPM, and a more comprehensive revision to the strategic plan will take place every four years.

The strategic plan will be updated by June 1 each year and the revised version will be posted on the Board’s secure area of the website for the Board’s information and action as appropriate.
Part 3: Board Structure and Processes

3.1 Governing Style.

The board will approach its task with a focus that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles through clearly developed job descriptions and proactivity rather than reactivity. The following table depicts the OVA Board structure.

<table>
<thead>
<tr>
<th>Operational Committees</th>
<th>BOARD COMPOSITION</th>
<th>Standing Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>President</td>
<td>Governance</td>
</tr>
<tr>
<td>TBD</td>
<td>Vice-President Finance/Treasurer</td>
<td>Finance, Audit &amp; Risk</td>
</tr>
<tr>
<td></td>
<td>Vice-President Admin/Secretary</td>
<td>Nominations</td>
</tr>
<tr>
<td></td>
<td>Director Regional Council (appointed)</td>
<td>Executive</td>
</tr>
<tr>
<td></td>
<td>Director at Large – Elected x 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Directors at Large – Appointed x 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Past-President</td>
<td></td>
</tr>
</tbody>
</table>

COUNCILS
Regional Council
Officials Council

In the context of this governing style, the board will:

3.1.1 Govern with excellence through discipline of members and the Board collectively. Discipline shall apply to attendance, respect for clarified roles, speaking with one voice to management and the public, and avoiding any
tendency to stray from the governance structure, style, and processes adopted in these board policies (including attendance, dismissal, etc.).

3.1.2 Account to its stakeholders and the general public by accomplishing its objectives and obligations as an organization, in a competent, conscientious, and effective manner. It will allow no officer, individual, or committee of the board to usurp this role or hinder this commitment.

3.1.3 Monitor and regularly discuss the board's own processes and performance, seeking to ensure the continuity of its governance functions by selection of capable directors, orientation and training, and through yearly performance evaluations of Board members and membership surveys on board performance conducted every two years.

3.1.4 Take a proactive as opposed to reactive approach to policy development. The board should not merely react to initiatives nor abdicate its policy development responsibility to staff, or others.

3.2 Board Job Description

To advise, govern, oversee policy and direction, and provide strategic leadership and general promotion of Ontario Volleyball so as to support the organization’s mission and purpose. The job of the board is to lead the organization toward the Vision, through desired performance and ensure that that performance occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. Job descriptions for the Board and Committee Chair positions are incorporated into this GPPM. Members of the board share the responsibilities described below while acting in the interest of Ontario Volleyball. Each member is expected to make recommendations on how to accomplish these tasks based on his or her experience and vantage point in the community. To perform its job, the board shall, collectively:

3.2.1 Determine the mission, values, strategies, and major goals/outcomes in conjunction with the Executive Director, and hold the Executive Director accountable for developing a strategic plan based on these policy directions

3.2.2 Incorporate into, and model good governance practices and ethical standards in, daily activities

3.2.3 Select, fairly compensate, nurture, evaluate annually, and, if necessary, terminate an Executive Director, who functions as the board’s sole agent.

3.2.4 Determine the parameters within which the Executive Director is expected to achieve the goals/outcomes. Establish yearly performance goals in conjunction
with the Executive Director. Conduct a performance evaluation of the 
Executive Director on an annual basis.

3.2.5 Ensure that staff performance reviews and staff development are undertaken 
through defining the role and responsibilities of the Executive Director

3.2.6 Monitor the performance of the organization relative to the achievement of 
the goals/outcomes within the executive parameters as described in Part 5.

3.2.7 Ensure financial solvency and integrity through policies and behavior by 
requiring periodic financial and other external audits to ensure compliance with 
the law and with good practices.

3.2.8 Manage risk through awareness of legal obligations and commitment to quality 
and safety. Ensure compliance with policies, laws and regulations

3.2.9 Specify the delegation of the Chair, Executive Director and the Board and 
clearly identify Board and Management responsibilities

3.2.10 Evaluate and constantly improve the board’s performance as the governing 
board, and set expectations for board members’ involvement as volunteers.

3.2.11 Maintain and constantly improve all ongoing policies of the board in this GPPM

3.2.12 Develop board member job descriptions and committee chair job descriptions 
and review, update and/or modify as required, on a regular basis. Each job 
description should include responsibility for outreach and for promotion of the 
organization.

3.3 Expectations of board members

This section describes the overall expectations of all Board members. Board members 
are expected to:

a. Attend and participate in all Board and assigned Committee meetings; and attend 
special events as able

b. Think in an integrative manner, building on different perspectives, being 
collaborative and open to change

c. Possess good communication skills and to understand and relate to stakeholders

d. Understand Ontario Volleyball’s finances, budget, financial and human resource 
needs

e. Bring forward community concerns that can be addressed by Ontario Volleyball’s 
mission, strategic plan, objectives and programs
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

f. Participate on a committee of the board and/or serve on a working group if appropriate

g. Communicate and promote Ontario Volleyball’s mission and programs to the community

h. Understand the policies and procedures of Ontario Volleyball

i. Identify and agree to accountability measures that are established to ensure integration of strategy through the Board. Processes should be consistent, performance should be monitored and procedures should be transparent.

Board members may not hold any official position within the Association or Volleyball Canada that creates a material conflict of interest defined, as “a set of circumstances that creates a risk that professional judgment or actions regarding a primary interest will be unduly influenced by a secondary interest”

3.4 Board member criteria

In nominating members for the board, the Nominations Committee shall be guided by the profiles that are incorporated by reference to this GPPM and respective job descriptions. Potential Directors should have one or more of the following skills:

- Accounting designation (CA, CMA, CGA)
- Legal designation (LL.B.)
- Professional qualifications (MD, PhD, MBA, Sport Science)
- Personnel Management (Human Resource Professional designation)
- Media/Marketing/Public Relations contacts/experience
- Fundraising experience and/or funding source contacts
- Grant writing, proposal writing experience
- Administration/Management experience
- Communications experience
- Government relations (municipal, provincial and national) experience
- Organizational development/Strategic planning experience
- Project management experience
- Knowledge of volleyball programs from ‘playground to podium’ in Ontario and Canada
- Sport organization experience at multiple levels (local, provincial, national and international)

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1 Lo, B., and Field, M.J. *Conflict of Interest in Medical Research, Education, and Practice* 2009
Washington (DC): National Academies Press (US)
These criteria are a guide to allow the Nominations Committee to consider diverse skills and experiences that will add value to the Board of Directors and the Association as a whole, when appointing Directors.

3.4.1 **President** will assist with the strategic leadership of the Association and will be responsible for the general supervision of the affairs and operations of the Association, will chair the Annual and General Meetings of the Association and at meetings of the Board, will be the official spokesperson of the Association, and will perform such other duties as may from time to time be established by the Board.

Candidates for President should possess some or all of the following characteristics:

- Commitment to the Association and strong knowledge of the Association’s governance and operational issues
- Strong managerial and leadership skills
- Ability to commit the required time and
- Excellent interpersonal skills.

3.4.2 **Immediate Past President** is appointed for only one term immediately following their term as President and will assist with the strategic leadership of the Association by helping the President to transition to their new role and help facilitate other transitions. The past President will also play a leadership role on the Board providing advice, guidance and assistance by encouraging cooperation and teamwork. They use their experience as the previous President to help move Board deliberations along constructive and productive lines as needed. This position will remain vacant until the current President retires.

Responsibilities may include:

- Orientation of new Board members
- Honours, awards and recognition and
- Assisting with the performance evaluation of the Executive Director.

3.4.3 **Vice-President Finance/Treasurer** will assist with the strategic leadership of the Association and will provide leadership in the financial direction of the Association through the formulation and oversight of proper accounting processes and procedures.

This position requires the following:

- A thorough knowledge and understanding of financial reports,
• Ability to communicate financial information and concepts
• Provide the board with an account of financial transactions and financial position of the Association at each meeting of the board
• Ability to articulate the board’s financial questions to the staff
• Ability to explore financial options and decisions for long term goals.

A professional accounting/financial designation is an asset.

3.4.4 Vice-President Admin/Secretary will assist with the strategic leadership of the Association and be responsible for ensuring that the Association meets all legal requirements for record keeping by ensuring that all official documents and records of the Association are properly kept, ensure records of minutes of all meetings of Members, Board of Directors and Committees of the Association are properly kept and will perform such other duties as may from time to time be established by the Board.

This position requires the following:

• Attention to detail
• Strong written and verbal communication skills
• Knowledge of Association By-Laws and Constitution

3.4.5 Regional Council Director will assist with the strategic leadership of the Association and ensure integration of and collaboration with regions. Although selected by the Regional Council s/he is bound by a fiduciary duty to make decisions and to act in the best interests of the Association. In other words, directors must not engage in transactions or conduct that creates a conflict between their duty to act in the best interests of the Association and the interests of the Regional Council to which they may also owe a fiduciary duty.

3.4.6 Directors At Large (Appointed or Elected) will assist with the strategic leadership of the Association, will possess the skills as outlined in section 3.4 or such other skills which complement the Board composition and will be assigned a specific portfolio as needed.

3.5 Nominations Process

Any individual who is eighteen (18) years of age or older, who has the time, energy, and expertise to fulfill the commitment as a Director, who meets one or more of the required skills as described in section 3.4, who has the power under law to contract and who is a member of the Association in good standing may be nominated for election as a Director. Nominations must be sent to the OVA Nomination Committee in the form described in Appendix C, including:
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

a. The written consent of the nominee including the nominee’s signature.
b. Completed Board of Directors application document (download from OVA website)
c. Written consent of the nominee by signature (download from OVA website)
d. Cover letter and resume of nominee
e. A letter of support from a voting Regional Member or Director
f. All applications/nominations must be received by the deadline specified.

3.5.1 Nominations from the floor: Nominations from the floor for election-President, Vice-President – Finance/Treasurer, Vice-President – Admin/Secretary and Directors at Large may be accepted upon the approval of twenty-five percent (25%) of the voting Members in attendance at the meeting and must include the written consent of the nominee.

3.6 Orientation

Prior to election, each nominee must be given this GPPM along with adequate briefings on the role of the board, officers, and staff and an overview of programs, plans, and finances. Soon after election, each new board member will be given more comprehensive Board orientation material and training, involving detailed information on the role of the Board, officers, staff, the by-law and constitution, strategic plan, budget, their legal obligations, review of Board policies and how the Board operates in relation to the Executive Director and the remainder of the staff. As well, more detailed information on programs, finances and current issues will also be provided.

3.7 President’s Role

The job of the President is, primarily, to maintain the integrity of the board's processes. The President “manages the board.” The President is the only board member authorized to speak for the board, other than in rare and specifically board-authorized instances.

The President ensures that the board behaves in a manner consistent with its own rules, the by-laws and constitution and those rules legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to board policy, clearly belong to the board to decide, not to staff.

The authority of the President consists only in making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies in Parts 3 and 4 of this GPPM. The President has no authority to make decisions beyond policies created by the board. Therefore, the President has no authority to supervise or direct the Executive Director’s work, but is expected to maintain close communication with, offer advice to, and provide encouragement to the Executive Director and staff on behalf of the board.
3.8 Board Meetings

Board meetings and events often will include time for guest presenters, interaction with staff and beneficiaries, board training, and social activities, as well as business sessions. Policies that are intended to improve the process for planning and running meetings follow:

3.8.1. The dates for board meetings shall be set two year in advance.

3.8.2. The Executive Director (or designate) will work with the President and the committee Chairs in developing agendas, which, along with background materials for the board and committees, monitoring reports, the Executive Director’s (or designate’s) recommendations for changes in the GPPM, previous minutes, and other such materials, shall be available to all board members approximately two weeks in advance of board meetings, with minutes and GPPM updates sent/available 14 days in advance, exactly.

3.8.3 Regular board meetings shall be held four times a year in the months of March, June, September and December, preceded by a reminder notice approximately 30 days in advance of the meeting date. The June meeting shall include a review of the planning and budgeting for the upcoming year. The June meeting shall include a review of the performance of the Executive Director and the organization for the past year. Special meetings of the board in between these four meetings may be called according to the bylaws.

3.8.4 The Executive Committee shall prepare a meeting evaluation form for completion by each board member who attends the board meeting. The completed forms shall be reviewed, analyzed, and summarized by the Executive Committee, which shall report the results of the meeting evaluation to the board members within two weeks of the board meeting.

3.9 Committees

Committees help the board be effective and efficient. They speak "to the board" and not "for the board." Unless authorized by the board, a committee may not exercise authority that is reserved to the board by the bylaws or by law. Committees are not created to advise or exercise authority over staff. Once committees are created by the board, the board President shall recommend to the Board, committee Chairs and members for designated terms, not to exceed 2 years, subject to board approval. The President and the Executive Director are ex officio members of all committees except the Audit Committee.

OVA’s Councils/Committees will be either Board Committees/Councils or Operational Committees/Councils with the exception of the Officials Council and Regional Council
that may be both Board and Operational. Board Committees will be either Standing or Other.

3.9.1 **Board Committees/Councils** are formed by the Board and report regularly to the Board of Directors. They support the board in making policy decisions and setting the overall goals for the organization. Board Committees/Councils:

a) Make enquiries on behalf of the Board including retaining advisors and experts to assist it in such enquiries

b) Delegate the Committee’s or Council’s powers and functions to an individual or a working group

c) Make recommendations to the Board.

The Board distinguishes between Standing Committees of the Board and Other Committees. The Board may appoint members of Standing Committees or provide for the election of members of Standing Committees, may prescribe the duties of Standing Committees, and may delegate to any Standing Committee any of its powers, duties, and functions except where prohibited. The Standing Committees of the Board are:

a) Finance, Audit and Risk Committee

b) Governance Committee

c) Nominating Committee

d) Executive Committee

3.9.2 **Operational Committees/Councils** are formed by the Executive Director and report regularly to the Executive Director or staff designate. Operational Committees or Councils assist the Executive Director in putting the policy decisions set by the Board into action, i.e., operationalizing them. Operational Committees or Councils:

a) Make enquiries on behalf of the Executive Director and/or staff designate including retaining advisors and experts to assist it in such enquiries;

b) Delegate the Operational Committee’s or Council’s powers and functions to an individual or a working group

c) Make recommendations to the Executive Director and/or staff designate

**The Officials Council and the Regional Council may be both Board and Operational Councils for the following reasons:**

a. These two stakeholder groups are involved in the direction of the organization and also very involved in the operations.
b. Research supports elected and appointed positions (see Part 1 above) and there was great debate around stakeholder groups directly on the Board.

c. It was concluded that groups/stakeholders who receive remuneration from the organization should not have a group/stakeholder representative serving ex officio on the Board. For this reason, the Regional Council is the only stakeholder group that has designated representation at the Board.

d. NOTE: Any individual from these groups may stand for election to any Director at Large or Officer position and, if elected, serve as a Director. As described in section 3.3 above, no individual may be an Officer of a representative group and an OVA Director.

3.9.3 **OVA Governance Committee.** The Governance Committee is responsible for designing, maintaining and reviewing policies of the Board around the goals, objectives, programs and activities of the Association; Board development and training; ensure that organizational ethics permeate the organization from top to bottom and embraces all stakeholders; ensures an effective system of communication is in place to embrace transparency and accountability; and monitors the performance of the Board of Directors.

The Chair of the Committee will be an OVA Director appointed by the Board of Directors for a renewable two year term. Unless otherwise specified, the Chair has the right to select the members of the Committee subject to the approval of the Board.

3.9.4 **Finance, Audit and Risk Committee:** This committee oversees the organization's internal accounting controls; recommends external auditors for board approval; reviews the external auditors' annual audit plan; and reviews the annual report, the management letter, and the results of the external audit. The committee is responsible for oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct–related activities, including compliance with all laws.

The committee develops and recommends to the board financial principles, plans, reports and courses of action that provide for mission accomplishment and organizational financial well-being. The committee will have the necessary resources to meet its objectives, including rights of access to management, and to auditors without management being present, and rights to seek explanations and additional information.
The committee should be structured with at least three people at least one of whom is a Board member, who should be financially literate, and include at least one who has financial expertise (that is, someone with an accounting designation). The President of the Board should not chair the finance, audit and risk committee.

The Chair of the Committee will be an OVA Director appointed by the Board of Directors for a renewable two year term. Unless otherwise specified, the Chair has the right to select the members of the Committee subject to the approval of the Board. No member of the Committee will be an employee of the OVA or the Association’s partners.

The Committee will comprise no less than 3 and no more than 5 members who are financially literate and will be as follows: Chair (Appointed by the Board), OVA Director with financial expertise & up to 3 additional Directors.

3.9.3 Nominations Committee This Committee will solicit and review nominations for the Board of Directors. This Committee will seek nominations of candidates with the skills and characteristics as outlined in section 3.4 for election to the following positions: President, Vice President, Finance/Treasurer, Admin/Secretary and Directors at Large (elected).

A Standing Committee of the Board, this Committee will be comprised of a minimum of three (3) members as appointed by the Board.

3.9.6 Executive Committee. The Executive Committee will comprise the President and two Vice-Presidents. A Standing Committee of the Board, the Executive Committee will oversee the implementation of Board policies between Board meetings, and perform other duties as described by the Bylaws or by the Board.

3.9.7 Human Resources Committee. The Human Resources Committee will comprise a Chair, an OVA Director appointed by the Board, the President and up to one other Director. A Standing Committee of the Board, the Human Resources Committee will undertake the annual performance review of the Executive Director, including setting annual performance goals, and in the selection process of a new Executive Director.

3.10 Regional Council.

The overall role of the regions will be to collaborate and cooperate to grow the sport of volleyball in Ontario by integrating the OVA’s strategy into programs and drawing on the expertise within the regions to strengthen programming.

The Regional Council will act as an advisory body to the Ontario Volleyball Association’s Board of Directors and to the Executive Director with respect to regional issues of...
significance; ensure that the Board and Executive Director understand regional issues; and that the regions understand the Board and Executive Director’s perspectives. The Regional Council will ensure effective sharing of information among the regions and between the regions and the Ontario Volleyball Board and Executive Director.

a. In order to realize the OVA’s vision of being recognized as a preferred sport of participation and as a leading sport organization in Canada there needs to be a strong partnership with regions.

b. There is too much information and too many resources available locally for the provincial body to “pick up on” in the absence of ongoing feedback and input from regions.

c. Each region may have unique situations and environments that require attention and can enhance different aspects of the integration of OVA’s strategy.

3.10.1. Purpose/Mandate: The purpose of the Regional Council is to:

a. Encourage and facilitate exchanges of information and experiences about volleyball programs and issues at the regional level;

b. Provide advice on program and services design and delivery between regions and Ontario volleyball;

c. Integrate Ontario volleyball strategies into the regions and draw on the expertise within the regions

d. Review and report to regional members on actions taken by the Ontario Volleyball Board and Executive Director and their implications for regions;

e. Communicate information from the board and Executive Director (as appropriate) to regional members to ensure an effective two-way flow of information

f. Provide input to the board regarding policy and to the Executive Director on operational policies or standards development;

g. Share best practices across the province;

h. Assign a member to an operational or board committee/group and/or identify suitable candidates and submit suggestions to the board regarding selection of members to committees/task forces

3.10.2 Composition
a. The Regional Council will comprise the President of each Member Region. Each Region shall have the right to appoint an alternate delegate.

b. During transition periods or for the purpose of succession planning in Regional leadership, allowance will be made for the temporary presence of two delegates from a Region; however, only one of these delegates shall be entitled to be involved in the “consensus” decision and/or the vote, if a vote is necessary.

c. The Directors of Ontario Volleyball and the Executive Director are ex-officio members of this Council, and appropriate staff may also be invited to attend and fully participate in meetings of the Council but these members shall not have the right to vote on any issues that may be raised and voted on.

3.10.2.1 Regional Presidents’ Job Description

Term: Two years

a. Provides leadership to the Region which is consistent with the strategic direction of the OVA. Ensures Region is supporting OVA’s strategic planning

b. Chairs the region’s Annual General Meeting.

c. Ensures ongoing financial planning and financial reports are prepared for the region and approved annually by the OVA Board of Directors, after presentation to Regional Council.

d. Leads the evaluation annually of the performance of the region in achieving the OVA’s organizational mission and presents to the Regional Council and/or OVA Board.

e. Selects the Chairpersons of regional committees, as per process outlined by the OVA Board of Directors.

f. Serves ex officio as a member of all regional committees

g. Chairs regional meetings, after developing the agenda in consultation with the region’s volunteers.

h. Leads discussions and brings issues of concern from the region to the Regional Council.

i. Performs other responsibilities assigned by the OVA Regional Council and/or OVA Board of Directors.

3.10.3 Appointment of Regional Council Chair and Secretary:
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

a. A Chair shall be selected annually from amongst the Council delegates, for terms of two years, at dates set by the Regional Council. Each Council delegate shall have one vote and the election shall be held by secret ballot. In the event of a tie, the OVA President or designate will cast the tie-breaking vote.

b. As the Chair will be a member of the OVA Board of Directors, Council delegates should consider the criteria for selection of a Board member set out in section 3.4 above, when considering nominations for the Chair position.

c. The duties of the Chair shall include:
   - Effectively communicate with all Regional Presidents and work together to realize the strategic direction of the Association as a whole
   - Ensure effective communication and two-way dialogue between Regional Council and the OVA Board and OVA E.D.
   - Chair the meetings of Regional Council
   - Prepare agenda in consultation with OVA President, OVA E.D. and Regional Presidents
   - Ensure agenda is circulated 5 days prior to the meetings
   - Ensure minutes and action items are circulated to OVA Board and OVA E.D. in a reasonable time frame post-meeting
   - Attend all OVA Board meetings (4x/year) and AGM
   - Bring perspective to Board/Committee meetings while representing the Association as a whole.
   - Report back to the Regional presidents in a timely manner after Board/Committee meetings.

d. The number of terms that they may hold the chair shall be:

   The Regional Council Director will hold office for a term of two (2) years, up to a maximum of three (3) consecutive terms (unless otherwise approved by special resolution of the voting members), and will hold office until their successors have been duly appointed in accordance with the Bylaws, unless they resign, are removed from or vacate their office.

e. A secretary/administrator shall be selected to ensure minutes and records of meetings are kept. As a matter of principle, the secretary/administrator should not represent the same region as the Chair of the Regional Council. The responsibility for this position should be rotated among regions on a fixed scheduled beginning in 2013 with Region 1, followed annually by Regions 2, 3, 4, 5 and 6. There should be no relationship between the Secretary and the Chair, beyond a business relationship.

3.10.4 Timeframes, Reporting and Deadlines:
Governance, Policy and Procedures Manual (GPPM)  
Ontario Volleyball Association (OVA)

a. The Council shall meet by telephone/teleconference or in person, as required but no less than once a year.

b. At least one of these meetings will be a face to face meeting held at the time of the Annual General Meeting annually and at one of the first two board meetings after the Annual General Meeting.

c. Other meetings of the Regional Council will take place at the Council’s discretion.

d. The Regional Presidents shall use the reporting template shown in Appendix E to report to the Board every six months. The Regional Council President shall use the same template to report to the Board.

3.10.5 Decision-making process

a. Decisions at the Regional Council will be by consensus where possible, but if voting occurs, each Regional delegate in attendance is entitled to one vote. The Chair of the Regional Council is entitled to a second vote upon a tie.

b. The Regional Council Chair will work with other regional Presidents, the Executive Director and OVA Board President to gather information and to develop the agenda, prior to distribution.

c. The agenda and meeting materials will be distributed at least 5 working days in advance of the meeting.

d. The Regional Council will develop a communications strategy with respect to communicating to the regions, decisions made at the Council meetings.

e. Any question shall be referred to the most recent edition of Roberts Rules of Order.

3.10.6 Authority delegated to group

a. This Council will be advisory to the OVA Board or OVA Executive Director as required.

b. When a member of this Council is appointed to another OVA task force/committee:

   i. They bring a regional perspective to that committee/task force but are bound to the mandate of the committee/task force and by their responsibility to represent the Association as a whole.
Governance, Policy and Procedures Manual (GPPM)  
Ontario Volleyball Association (OVA)

ii. They must report back to the Regional Council information/decisions that affect the OVA regions and ensure that relevant items are placed on the agenda of the next Regional Council meeting for further discussion.

3.10.7 Staff Support and other resources:

a. The Council shall receive the necessary administrative and financial support from Ontario Volleyball and the Regions to fulfill its mandate.

3.10.8 Communication with Board:

a. The OVA Director-Regional Council position appointed to the OVA Board through the Regional Council (or Director Regional Council designate) will communicate with the Board

b. A written report of the Regional Council will be presented at each Board meeting by the Director Regional Council.

3.10.9 Communication with Executive Director:

a. The Chair of the Regional Council (or Regional Council Chair designate) will communicate with the Executive Director and/or staff designated by the Executive Director as required

3.11 Officials Council

The Officials Council serves as a source of leadership for officials in Ontario. The Council will collaborate and cooperate with OVA regional leadership, OVA Board of Directors and the OVA Executive Director and staff to grow the sport of volleyball by integrating the OVA’s strategy into officials’ programs and services. The Council will provide input and advice to the regions, board and staff with respect to all issues related to officiating in the Ontario, including partnerships with other stakeholders such as elementary schools, high schools and post-secondary schools. This group will assist in creating meaningful dialogue between the officials, the regions, the OVA Board and participants at all levels and in all disciplines of the sport.

To better align discussion and decisions with the overall mission, vision, values of the organization, a Board member will also be a member of the Provincial Officials Council.

3.11.1 Composition:

a. The Provincial Officials’ Council is an eleven (11) person body made up of four equal positions, six elected Regional Officials’ Chairs and an elected Beach Officials Chair. The Chair of the Provincial Officials’ Council is an
elected individual, who then appoints three (3) co-chairs. The Provincial Officials’ Council is divided into three sub-committees, each of which is chaired by one of the co-chairs.

b. One Director at Large from the Board of Directors will be appointed to the Officials Council. This Director’s portfolio on the Board would be “officials”, for the duration of their term.

3.11.2 OVA Officials Purpose/Mandate:

The purpose and function of the Provincial Officials’ Council is to work with OVA to support the development and promotion of Volleyball in Ontario. Its mandate also includes:

a. To provide leadership for indoor and outdoor Officials in Ontario
b. To be the voice that represents the needs of Officials in Ontario
c. To implement consistent operational guidelines and policies for Official operations, program development and financial practices
d. To ensure that policies are clear, transparent and accessible
e. To establish consistent procedures and common goals for Officials development.
f. To adopt and sustain a quality assurance program
g. To promote gender balance

3.11.3 Staff Support and other resources:

a. The Officials Council shall receive the necessary administrative support from Ontario Volleyball and the Regions to fulfill its mandate.

3.11.4 Communication with Board:

a. The Chair of the Officials Council, or designate, will report to the Board with respect to strategic, partnership or financial impacts of actions proposed by the Officials Council.

b. The Officials Council Chair or Board member will present a written report of the Officials Council at each Board meeting with the Officials Council portfolio.

3.11.5 Communication with Executive Director:

a. The Chair of the Officials Council, or designate, also reports to the OVA Executive Director or staff designated by Executive Director with respect to programs and operations.
3.12 Operational Committees.

These committees help the Executive Director and staff be effective and efficient. They speak and report "to the Executive Director" and not "for the Executive Director." Unless authorized by the Executive Director, a committee may not exercise authority over staff, a function that is reserved for the Executive Director; however, the committees may be advisory to staff. Once committees are created by the Executive Director, the Executive Director shall recommend committee Chairs and members for terms or years as appropriate for the task, subject to board approval. The Executive Director is an ex officio member of all operational committees. The Executive Director (or designate) shall assign one staff member to assist with the work of each committee.

3.12.1 Operational Committees for consideration

These are committees, which advise the Executive Director or staff designate, to grow the sport and integrate the OVA’s strategy into the operation or management of OVA programs and services. These committees will be reviewed annually and can be found in the Appendix. These may include the following:

3.12.1.1. Recognition/Awards Committee: This Committee will ensure the recognition of volleyball participants (players, coaches, officials, volunteers, etc.) for their contribution to the sport at all levels, and to the Ontario and the Canadian community. Its composition and its terms of reference are: TBD

3.12.1.2. Sport Development The Sport Development Committee reviews, assesses, monitors, evaluates and makes recommendations concerning OVA clubs, programs and events. Its purpose is to ensure healthy participation and alignment of programs and events with the strategic priorities of the association and the stages of the Canadian Sport For life (CS4L)/Long Term Athlete Development (LTAD) model, including but not limited to programs delivered by clubs, indoor youth and open events, beach youth and open events, sitting events, sanctioned OVA events, hosting protocols, etc.

The Committee’s priorities will be established annually based on the strategic plan and needs of the Association. The committee will consider the impact on and benefits of OVA events for stakeholders and the Association from a programming, financial and long-term sustainability perspective and alignment with OVA’s strategic directions. The primary focus of this Committee is within the FUNdamentals, Learn to Train and Train-to-Train CS4L/LTAD stages.

Sub-committees will be established as needed which will focus attention on program/service issues taking into account different contexts of the sport – Club development, male/female, developmental stages, sport system integration
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

(schools, etc.), regional priorities, disciplines (volleyball, beach, indoor and sitting), etc. Its composition and its terms of reference are: TBD

3.12.1.3. High Performance The High performance Committee provides leadership and direction for all Team Ontario and related high performance programs in all disciplines offered by the OVA, including developing age/stage level guidelines and formats for selections at OVA Regional Identification Camps.

The primary focus of this Committee is within the Learn-to-Compete and the Train-to-Compete CS4L/LTAD stages. This Committee will also provide guidelines and recommendations for the implementation of programming, intended for the pursuit of excellence, in the Train-to-Train stage. Its composition and its terms of reference are: TBD

3.12.1.4. Business Development The Business Development Committee is responsible for implementing the OVA's business development plan and its marketing, partnership, sponsorship, licensing, branding and communications elements. The Committee’s goal is to assist with realizing the vision of the OVA and also drive incremental revenue for the Association, heighten its brand profile and connect volleyball with corporate Canada partners. Its composition and its terms of reference are: TBD

3.13 Advisory Groups and Task Forces

To increase its knowledge base and depth of available expertise, the board supports the use of Committees and task forces of qualified advisers. The term "task force" refers to any Committee appointed by the Executive Director (or designate) or the President to assist him or her in carrying out various time-limited goals and responsibilities. Although either the President or the Executive Director (or designate) may form a task force, he or she shall notify the board of its formation, purpose, and membership within 10 days of its formation. The Executive Director (or designate) may assign a senior staff member to serve on an Advisory Committee.

3.14 Board Members' Code Of Conduct

The board expects of itself and its members ethical and businesslike conduct. Board members must offer loyalty without conflict to the interests of the entire organization, superseding any conflicting loyalty such as that to family members, advocacy or interest groups, and other boards, organizations or staff of which they are members. There must be no self-dealing or conduct of private business or personal services between any board member and the organization except as procedurally controlled, to assure openness, competitive opportunity, and equal access to "inside" information.
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

Board members will make no judgments of the Executive Director or staff
performance except as the performance of the Executive Director is assessed against
explicit board policies and agreed-upon performance objectives.

Each board member is expected to complete and sign an Annual Directors
Responsibility, Code of conduct and Conflict of Interest Statement (found), which
covers, *inter alia*, board conflicts of interest, in accordance with the laws of the province
governing not-for-profit organizations, and other expectations of board members.

3.14.1 **Board Member Reimbursements**

Any board member may submit for reimbursement any expenses incurred to
attend board or committee meetings.

3.15 **Member Meetings**

At all meetings of Members OVA membership status will be verified. In order to verify
membership status members may be required to provide photo identification and
address verification.

At least one Board representative/designate must be in attendance at all member
meetings to ensure meeting procedures are followed.

Member meetings include Annual General Meetings, Regional Members Meetings and
Special Meetings.
4.1 Delegation to the Executive Director

The board’s job is generally confined to establishing high-level policies, and implementation and subsidiary policy development are delegated to the Executive Director (or designate).

4.1.1 All board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff—as far as the board is concerned—is considered to be the authority and accountability of the Executive Director.

4.1.2 Organization Essentials policies (Part 2) direct the Executive Director to achieve certain results. Executive Parameters policies (Part 5) define the acceptable boundaries of prudence and ethics within which the Executive Director is expected to operate. The Executive Director is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with any reasonable interpretation of the board’s policies in this GPPM.

4.1.3 The board may change its policies during any meeting, thereby shifting the boundary between board and Executive Director domains. Consequently, the board may change the latitude of choice given to the Executive Director but so long as any particular delegation is in place, the board and its members will respect and support the Executive Director’s choices. This does not prevent the board from obtaining information in the delegated areas.

4.1.4 Except when a person or committee has been authorized by the board to incur some amount of staff cost for the study of an issue, no board member, officer, or committee has authority over the Executive Director’s time and resources. Only officers or committee Chairs may request information, but if such a request—in the Executive Director’s judgment—requires a material amount of staff time or funds or is disruptive, it may be refused and renegotiated.

4.1.5 The board shall clearly identify reporting requirements and frequency of reports from the Executive Director.

4.2 Executive Director Job Description.

As the board's single official link to the operating organization, Executive Director performance will be considered to be synonymous with organizational performance as a
whole. Consequently, the Executive Director’s job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.8, and (b) organizational operations within the boundaries of prudence and ethics established in board policies on Executive Parameters. The Executive Director’s Job Description may be found in Appendix F.

4.3 Communication and Counsel to the Board

With respect to providing information and counsel to the board, the Executive Director (or designate) shall keep the board informed about matters essential to carrying out its policy duties. Accordingly, the Executive Director (or designate) shall:

4.3.1 Inform the board of relevant trends, anticipated adverse media coverage, and material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise a format as possible.

4.3.2 Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.

4.3.3 Report immediately any actual or anticipated material noncompliance with a policy of the board, along with a suggested remedy.

4.4 Monitoring Executive Performance

The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this shall not be considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time, so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of four ways:

4.4.1 Direct board inspection: Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances that allows a “prudent person” test of policy compliance.

4.4.2 External report: Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself.
4.4.3 **Executive Director reports:** The Executive Director (or designate) shall help the board determine what tracking data are available to measure progress in achieving the mission and goals and conforming with board policies. Currently the board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the GPPM:

4.4.3.1 Monthly: Informal Executive Director reports on achievements, problems, and board notices.

4.4.3.2 Quarterly: (a) A one- or two-page “dashboard” report showing agreed-upon key indicators that track designated financial and program results over a three-year period in graphic form; (b) other summary reports as the board may define in this GPPM.

4.4.3.3 Semiannually: (a) Expense and revenue against budget report with comparison to previous year; (b) balance sheet; (c) cash flow projections; (d) membership statistics.

4.4.3.4 Annually: Within 45 days of the end of the fiscal year, (a) end-of-year expense and revenue against budget; (b) balance sheet; (c) staff organization chart (or whenever major changes are made); (d) other reports that the board may define in this GPPM.

4.4.4 **Regional Reports:** Regional Presidents provide written reports annually, at the AGM using the format outlined in Appendix E. Regional Council report provided by Regional Council Chair to Board quarterly.

4.5 **Annual Executive Director Performance Review**

The Human Resources (HR) committee shall formally evaluate the Executive Director’s performance annually. The evaluation should be based on achievement of organizational goals, any other specific goals that the board and the Executive Director have agreed upon in advance, the Executive Director’s own written self-evaluation and invited comments from all board members after they have seen the self-evaluation. After meeting with the Executive Director the HR committee will report on its review to the Board, including recommendations on the Executive Director’s compensation, which the Executive Committee or the board will then act upon.

During this process, the Executive Director and the board will agree on any specific, personal performance goals for the year ahead. These goals shall be documented in a letter to the Executive Director from the board President and will be a primary basis for determining the Executive Director’s performance at the end of the next year. At least every three years, the task force shall invite other input in a carefully planned “360”
review, inviting feedback from staff, peers in our sector, and individuals outside the organization who have interacted with the Executive Director

4.6 Staff Compensation

The Executive Director is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries will be set at between 80-120% of the mean for salaries in organizations of similar size, budget, and location based on reputable market surveys. Benefits will include those contained in the standards Sport Alliance Ontario package.

The Executive Director shall (a) develop and maintain an employee handbook that is reviewed annually by competent legal counsel and (b) make the handbook available to the board for approval by June of each year.

The Executive Director shall perform annual performance reviews on all senior managers and expect managers to do the same with direct reporting staff. The results of such reviews shall be maintained in a secure, locked file or e-file.

4.7 Staff Treatment

With respect to treatment of paid and volunteer staff, the Executive Director may not cause or allow conditions that are inhumane, unlawful, unfair, discriminatory or undignified. Accordingly, he/she may not:

4.7.1 Discriminate among employees on grounds other than clearly job-related, individual performance or qualifications.

4.7.2 Fail to take reasonable steps to protect staff from harassment, unsafe or unhealthy conditions.

4.7.3 Withhold from staff a due-process, unbiased grievance procedure.

4.7.4 Discriminate against any staff member for expressing a legitimate or ethical dissent.

4.7.5 Prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that board policy has been violated to his or her detriment.

4.7.6 Fail to acquaint staff members with their rights under this policy.
4.8 Executive Director Transitions

At any time, the President may appoint a transition task force to explore options and propose strategies and board policies related to succession and transition of the Executive Director and to facilitate any special needs of the outgoing and incoming Executive Directors and their families. The incumbent Executive Director shall give the board, if possible, a three-month notice of intent to leave that office. Any need for an acting or interim Executive Director will be determined by the board President subject to board approval.

The board President is authorized, as soon as a vacancy or scheduled departure of the Executive Director is known, to appoint a search committee and committee Chair. The search committee may include up to two people not on the board. The committee shall within 30 days recommend for board approval a position announcement, a recommendation on any search consultant, the appointment of a search secretary, and a budget for the search. The search committee shall present one or two qualified candidates to the full board for selection.

A special task force appointed by the President shall, at the time of selection, negotiate the new Executive Director’s compensation and service agreement and give both the incumbent and the successor Executive Director any special performance priorities from the board. After he/she leaves the organization, the outgoing Executive Director may be given a paid role, but only with the approval of the new Executive Director in consultation with the officers and the board.

The outgoing Executive Director will be invited to participate in an Exit Interview with a leadership member of the Association of his/her choosing.

4.9 Board Reference Book and Board Website.

In addition to reports that the Executive Director may choose to make to the board or be specifically instructed to provide to the board, the Executive Director shall develop and maintain a Board Reference Book with all pertinent documents to which board members might want to refer during board and committee meetings (e.g., articles, bylaws, organization chart, recent minutes, committee roster, list of key volunteers/consultants, board documents referred to in this GPPM, etc.). In addition, the board requests that the Executive Director maintain, as funding is available, a secure Internet website mechanism for board members to allow them to access relevant data and reports on a timely basis. The Executive Director shall notify board members as new key information is posted to the board website.
5.1 General Guidance

The purpose of the remainder of the GPPM is to detail those executive parameters that will guide the Executive Director and the staff as they accomplish the mission. These parameters are intended to free the Executive Director and the staff to make timely decisions without undue board directives. The board expects that the Executive Director will do nothing that is illegal, unethical, or imprudent. Beyond these general parameters, the board details its executive parameters in the major sections that follow in Part 5.

5.2 Finance Parameters.

The Executive Director must ensure that the financial integrity of the organization is maintained at all times; that proper care is exercised in the receiving, processing, and disbursing of funds; and that financial and nonfinancial assets are appropriately protected.

5.2.1 Budgeting. The Executive Director may not cause or allow financial planning for any fiscal year or the remaining of a fiscal year to (a) deviate materially from the strategic plan or (b) risk financial jeopardy. Budgets must be completed on an annual basis. Budgets provide pre-approval to managers and directors for the spending of funds. If expenses are to be tied to revenues then this must be outlined in the budget.

Prior to committing the organization, all managers and directors must ensure that they will not exceed the approved budget expense. The Finance Manager is the double check and ensures that cheques written do not exceed the approved budget.

Budgeting provides a guideline for the spending of funds. However, managers/directors may from time to time be required to adjust fund allocations to meet the changing needs of a particular program. Adjusting line item allocations is permitted, with Executive Director approval. However, in the event that there will be a material change to the bottom line, the Executive Director must receive Board Approval.

5.2.2 Financial Controls. The Executive Director must exercise care in accounting for and protecting the financial assets of the organization. To this end, the Executive Director is expected to incorporate generally accepted accounting principles and internal controls in the financial systems that are employed in the organization. In addition, the Executive Director may not:

5.2.2.1 Expend more funds than have been received in the fiscal year
5.2.2.2 Use any long-term reserves
5.2.2.3 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances within 30 days.
5.2.2.4 Allow payroll and debts to be handled in an untimely manner
5.2.2.5 Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed
5.2.2.6 Make a single purchase or commitment of greater than $25,000 without board approval. Splitting orders to avoid this limit is not acceptable.
5.2.2.7 Acquire, encumber or dispose of real estate or other assets.

5.2.3 **Asset Protection.** The Executive Director may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.

5.2.4 **Investment Principles.** Any investments must be guaranteed investments that are CDIC approved or AAA rated

5.2.5 **Financial Policies.** Further details about restraints or permissions for the Executive Director with regard to finances may be found in the Financial Policies.

5.3 **Program Parameters**

In general, the Executive Director is expected to establish, maintain, and eliminate programs and services to achieve the organization’s mission and goals in the most effective and efficient manner. **This section is under development**

5.3.1 New programs should be projected to serve at least _____ people.

5.3.2 New programs with an expected budget exceeding $_____ must be approved by the board. Those programs now approved include:

5.3.3 Programs with costs of more than $_____ shall be assessed for effectiveness by an outside evaluator [or assigned task force] at least every three years, with a written report being made available to the board.

Any program executed in partnership with another organization shall be done so under the terms of a Memorandum of Understanding specifying at a minimum: definitions, purpose, scope, contributions, management processes and procedures, description of term and provisions for termination, provisions for confidentiality, intellectual property, insurance, indemnification and liability, warrants and representations, process for dispute resolution, and other legal provisions as may be appropriate.
5.4  Advancement Parameters.

The various efforts to represent the organization to the public (media, public relations, fund-raising, new member recruitment, etc.) shall be integrated sufficiently that the organization’s brand/positioning in the external world is positive and effective.

5.4.1  Public Affairs. The Executive Director shall exercise care in representing that we are a non-profit, mission-centered, listening organization and shall develop policies and procedures for communicating with primary stakeholders and the public at large in a way that reinforces that image.

5.4.1.1 Communications Plan. The Executive Director (or designate) shall develop and maintain a communications plan, shared with the board as appropriate, that describes how the organization will communicate with its various stakeholders. The plan shall identify the stakeholder segments, how the organization will both speak and listen to each segment, and who is allowed to speak for the organization. The plan shall also include the role of board members both as “listeners” and as “speakers” for the organization.

5.4.1.2 Communications Restrictions. To preserve our image in the community, the Executive Director and any designate are the only spokespersons authorized to speak for the organization, and the President is the only spokesperson for the board. None of the spokespersons may represent the organization in any way that is inconsistent with the policies in Part 2 of this GPPM; make statements that may be perceived as supporting a political party or platform; be the author of an article, book, or publication that includes classified or sensitive information about the organization; or engage in lobbying activities at any governmental level without prior permission from the board.

5.4.2  Funding

5.4.3  Business Initiatives

5.4.4  Membership Fees

5.4.4.1 Annual Membership fee. The Executive Director shall propose OVA membership fee(s) to the Board annually and all membership fee(s) must be approved by the Board a minimum of two months prior to the start of the fiscal year.

2013-2014 Season
OVA membership fee: $47.00 plus HST
Volleyball Canada membership fee: $24.50

December 2015 - 39
CATEGORIES
Coach's Membership Fee: $77.61* per coach
Player's Membership Fee: $77.61 per player (13U - 18U)
Beach Player Fees: Beach Player - $77.61
Clubb Contact - $77.61
Team Contact - $77.61
Team Manager - $77.61
Team Trainer - $77.61
Club Executive - $77.61
Provincial / Regional Committee - $77.61
Recreational League Contact - $77.61

* A coach will not encounter additional fees if coaching on more than one team. However, if a coach registers as an official, they will pay the higher of the two fees. For example, if he/she registers as a Local official, he/she will pay $111.01. If he/she registers as a coach ($77.61) first then wishes to register as a Local Official, they will pay the difference.

Indoor Officials’ Fees:* 
Local - $111.51
Provincial - $117.16
Regional - $170.27**
National - $184.96**
International - $194.00**

*Must be a carded Indoor Official to register.

*NOTE: If an official wishes to register in more than one category, they will pay the higher of the two fees. For example, if he/she registers as a Local official, he/she will pay $111.01. If he/she registers as a coach ($77.61) first then wishes to register as a Local official, they will pay the difference

**NOTE: Volleyball Canada memberships, and Volleyball Canada surcharges are included in the membership price.

Beach Officials’ Fees:*
Local - TBD
Provincial - TBD
National - TBD
International - TBD

*Must be a carded Beach Official to register.

5.5 Audit and Compliance Parameters.

The Executive Director shall take the necessary steps to ensure the integrity of our systems and procedures; to see that they comply with all pertinent legal, regulatory, and professional requirements; and to report to the board any material variations or violations.
5.5.1 **Annual External Audit.** An independent auditor will be hired and supervised by the Finance, Audit and Risk Committee, after a careful selection and annual evaluation. The Executive Director (or designate) shall work with the auditor to gain a clean opinion on the annual financial statements and respond in detail to items in the auditor’s management letter concerning opportunities to improve systems and procedures related to financial controls.

5.5.2 **Internal Compliance.** The Executive Director shall meet all requirements for complying with federal, provincial, or local laws and regulations. The Executive Director (or designate) shall maintain a list of compliance actions and reports that are required of a nonprofit organization and periodically submit the list for inspection by the Finance, Audit and Risk Committee. Every two years, starting in 2015, the Executive Director shall contract for a legal review of the organization’s compliance with the pertinent laws and regulations and make the results of the review available to the Finance, Audit and Risk Committee, which, in turn, will report to the board on the overall status of the organization with respect to compliance matters, including any current problems or anticipated problems with regulatory authorities.

5.6 **Miscellaneous**

Other policies that don’t naturally fit into one of the other major sections may be included here.
APPENDICES

A. Strategic Plan Goals
B. Key Performance Indicators
C. Board Nomination form
D. Meeting Evaluation form
E. Regional Report Template
F. Executive Director’s Job Description
G. Committee/Task Force Terms of Reference Template
H. Board Committee/Task Force Terms of Reference
I. Operational Committee/Task Force Terms of Reference
J. OVA Policies
## A. Strategic Priorities 2016-2020

### Strategic Priorities 2016-2020

**Operations Excellence** - The OVA will support athletes through excellent customer service and sustainable infrastructure.

**Facilities** - The OVA will provide athletes with more and better facilities across Ontario.

**Coaches & Officials** - The OVA will develop athletes by supporting coaches and officials with professional development opportunities.

**Programs** - The OVA will engage athletes by offering programming on a foundation of a physical literacy, for all ages and abilities.

**Competitions** - The OVA will inspire athletes of all ages and abilities with quality opportunities for meaningful, experiential competition.

**High Performance** - The OVA will produce athletes who will represent Canada internationally and reach the podium.

### B. KPI’s

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY</th>
<th>KPI’s for 2016-2020</th>
</tr>
</thead>
</table>
| **OPERATIONS EXCELLENCE** | 1. KPI for BOD – Governance – GPPM followed  
2. Achieve Customer Satisfaction measure to be determined (overall objective).  
3. Secure $500,000 sponsorship, 50% cash, 50% in-kind.  
4. Achieve 100% compliance with Ministry and NSO policies, annually.  
5. Achieve 100% compliance with Human Resources policies and contracts. |
| **FACILITIES**          | 1. Increase 10 beach courts in the province annually.  
2. Secure facilities for 100% of the events.  
### PROGRAMS

1. Maintain base membership and participation
2. Grow the 10-12U youth membership, annually 5%.
3. Grow boys’ indoor membership targeting 10-12U, annually 5%.
4. Grow indoor adult participation
5. Increase adult beach participation by
6. Grow Sitting Volleyball membership, 50 participants +5% annual growth.
7. SPIKES house league booking 75 locations per year.
8. Sell SPIKES 50 manuals/resources annually.

### COACHES & OFFICIALS

Coaches
1. Increase number of certified female Level 1 coaches to 40% of total Level 1 coaches by 2020.
2. Train 100 Development (Level 1) coaches annual.
3. Train 45 Advanced Development Coaches (Level 2) annually
4. Increase the number of paid coaching roles to 5 by 2020.
5. Certify 10 new Evaluators and Coach Learning Facilitators across the province annually.
6. Maintain the #1 Ranking in Canada for number of NCCP courses offered and number of practical’s submitted, and coach conversion rates annually.

### STRATEGIC PRIORITY KPI’s

#### COACHES & OFFICIALS

- Certify 125 Level 1 indoor officials annually.
- Upgrade a minimum of 25 Provincial Indoor Officials annually.
- Upgrade a minimum of 8 Regional Indoor Officials annually.
- Identify one candidate on average to enter the National Update Program pre year annually.
5. Identify one candidate for the international upgrade program by August 2017.
6. Certify a minimum of 8 Beach level officials annually.
7. Ensure 30% of all officials are female by 2020.
8. 100% of high school matches are officiated by certified and registered officials by 2020.

<table>
<thead>
<tr>
<th>COMPETITIONS</th>
<th>Competitions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Increase the overall participant satisfaction of the OVA competition experience (measured though tracking).</td>
</tr>
<tr>
<td></td>
<td>2. Host one national Championships annually.</td>
</tr>
<tr>
<td>Beach Competitions</td>
<td>1. Grow participation in the Beach Tour by 3% annually.</td>
</tr>
<tr>
<td></td>
<td>2. Increase provincial reach of the Beach Tour, 5 additional satellite events, annually.</td>
</tr>
<tr>
<td></td>
<td>3. Increase adult participation rates by X% by 2020.</td>
</tr>
<tr>
<td></td>
<td>2. Run a 6 day Ontario Championships “Festival” Model by 2020.</td>
</tr>
<tr>
<td></td>
<td>3. Host an Adult and Masters Ontario Championship once in the 5 years.</td>
</tr>
<tr>
<td></td>
<td>4. Host a sitting Ontario Championship once in the 5 years.</td>
</tr>
</tbody>
</table>

| HIGH PERFORMANCE | 1. See HPMP Goals for Beach |
|                 | 2. See HPMP Goals for Indoor |
|                 | 4. Maintain OHPSI funding for Beach through to 2020. |
C. Board Nomination form

BOARD APPLICATION

ONTARIO VOLLEYBALL - Board of Directors Candidate Application

Date ____________________________

Name ____________________________________________________________

Residence

Address ___________________________________________________________

Phone _________________________ E - mail ____________________________

Employer

Name ___________________________________________________________

Your title _________________________________________________________

Address _________________________________________________________

Phone _________________________ E - mail ____________________________

Type of business or organization _____________________________________

Primary service(s) and area/population served __________________________

Preferred method of contact ( ) Work ( ) Residence

Please list boards and committees that you serve on, or have served on (business, community, political, professional, recreational, social, sport, club, etc).

Organization Role/Title Dates of Service

Education/Training/Certificates

Optional – Have you received any awards or honors that you’d like to mention?

How do you feel Ontario Volleyball would benefit from your involvement on the Board?

Skills, Experience and Interests (Please put an X beside or circle all that apply)

Finance, Accounting _____ Education, Instruction _____ Personnel, Human Resources _____

Special Events _____ Administration, Management _____ Grant Writing _____

Nonprofit Experience _____ Fundraising _____ Community Service _____ Outreach, Advocacy _____
Policy Development ______ Program Evaluation _____ Other ____________________

Public Relations or Communications _____ Other ____________________

Please list any groups, organizations or businesses that you could serve as a liaison to on behalf of Ontario Volleyball

_______________________________________________________________________
_______________________________________________________________________

Please tell us anything else you’d like to share that will help us in making a decision about your candidacy.

_______________________________________________________________________

Please include the names and contact information of 3 References
D. Meeting Evaluation form - TBD
E. Regional Report Template

OVA Board Report – <date>

Submitted by: _____________________________________________________________

Current Regional Executive:

<table>
<thead>
<tr>
<th>NAME</th>
<th>E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>President: _______________________________________________________________</td>
<td></td>
</tr>
<tr>
<td>VP: ________________________________________________________________</td>
<td></td>
</tr>
<tr>
<td>Treasurer: ____________________________________________________________</td>
<td></td>
</tr>
<tr>
<td>Secretary: ____________________________________________________________</td>
<td></td>
</tr>
</tbody>
</table>

Performance of the region in achieving the OVA’s organizational mission

*The OVA is an Association where dedicated volunteers and professional staff provide leadership in the growth and development of volleyball for all Ontarians.* OVA’s vision is that (1) volleyball becomes the preferred sport of participation; (2) the OVA showcase the sport for Ontarians and (3) the OVA will become a leading sport organization in Canada.

Top Regional Goals/Actions:

Objectives: To establish 3 – 5 goals to achieve in the Region. Each goal should be linked to a series of actions and linked to the current OVA Strategic Plan. List the goal along with the name of the individual responsible for carrying out the related actions. Include the timeline for achieving the goal and metrics to evaluate the goal.

Activities / Projects: PAST SIX MONTHS

Current & Future Activities / Projects: NEXT SIX MONTHS

Regional Budget - attached
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

F. Executive Director’s Job Description

He/she is responsible for the overall implementation of the strategic direction and the day-to-day operations of the OVA, and is expected to perform effectively in the following key areas of focus:

a) Strategic Planning & Business Plan Development

The Executive Director will be a key participant in the development of the OVA’s multi-year plan, and will contribute to the current review and future plans by:

- Participating in needs analysis (strengths, weaknesses, opportunities and threats) and issues identification (already underway);
- Assisting in formulating policy;
- Recommending to the Board organizational directions, priorities, and goals in the context of the agreed upon policy;
- Developing an annual business plan that aligns with the multi-year strategic plan;
- Anticipating future direction of governments and, without jeopardizing the association’s financial viability, help develop a strategic plan that aligns the association’s resources with that direction;
- Developing and implementing sound analysis and planning tools to help focus the Board’s strategic direction; and,
- Developing trust and credibility with all Board members by demonstrating the staff’s ability to meet short and long-term objectives;

b) Operational Planning & Execution

The Executive Director must ensure the effective and efficient day-to-day operations of the OVA in addition to participating in the development of a long-term vision and promotion of the OVA. He/she will need to develop operational plans which incorporate goals and objectives that work towards the delivery of the strategic direction of the OVA. That includes:

- Ensuring the operation of the organization meets the expectations of its members, sponsors, partners, funders and the OVA Board;
- Planning, implementing, monitoring and evaluating the Association’s programs through the development of annual objectives related to service delivery and monitoring results; evaluating program effectiveness and reporting to the Board thereon;
- Drafting policies for the approval of the Board and preparing procedures to implement the organizational policies; reviewing existing policies on an annual basis and recommending changes to the Board as appropriate;
- Establishing clarity around roles and their respective levels of authority through the development and dissemination of a policy & procedures manual;
- Analyzing the existing registration procedure, estimating the return on investment made on the Volleyball Canada system, and recommending a direction that is in the best interests of the OVA and its membership;
- Developing a plan to install a more user-friendly website.

c) Leadership and Human Resource Management

As the Chief Staff Officer, the Executive Director will provide strong leadership and effective management to the OVA staff. He/she will work closely with each of their direct reports in defining key responsibilities and will hold them accountable to deliver required and agreed upon results. More specifically, the Executive Director will:

- Assess the organizational capacity of the current staff in the context of the workload required of the OVA in meeting deliverables on the core business and on secondary initiatives; ensure a focus is placed on priorities, productivity is optimized, and gaps in skills and capabilities are rectified through training & development; explore the need to reallocate resources and, if justified, adjust staff head count.
Support and encourage staff to continually enhance the OVA, ensuring that the Association is a respected and valued community partner and resource;

Oversee, support and develop short- and long-term staff development plans; determine staffing requirements for organizational management and program delivery;

Oversee the implementation of the human resources policies, procedures and practices including the development of job descriptions for all staff;

Implement a performance management process for all staff which includes monitoring the performance of staff on an ongoing basis and conducting an annual performance review;

Recruit, interview and select staff who have the right technical and personal abilities to help further the OVA's mission;

Ensure that all staff receive an orientation to the OVA and that appropriate training is provided;

Coach and mentor staff as appropriate to develop skills and improve performance;

Establish a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations;

Ensure that personnel, member and volunteer files are securely stored and privacy/confidentiality is maintained.

d) Communications and Liaison
The position of Executive Director demands constant interaction with a multitude of stakeholders including thousands of members, volunteers at the club and regional levels, Board members, OVA staff, Volleyball Canada staff and stakeholders, government, private sector, key suppliers and partners, media and other sports bodies and voluntary organizations.

Through this function, the Executive Director will:

- Coordinate the interests, priorities and concerns of the various stakeholders through a strong two-way communication process (lobbying, listening, information collection and dissemination);
- Encourage open and consultative dialogue on the OVA's plans, within and outside the organization; is supportive of the Board’s decisions and, in a highly transparent fashion, is able to clearly communicate those decisions to all stakeholders;
- Report annually to funding sources and, when necessary, write compelling grant applications for new grants/funding competitions; respond to RFPs and, if significant, gain Board input on content;
- Develop a disciplined approach to routinely communicating with the Executive Committee and, when necessary, the Board e.g. establish quarterly meetings;
- Communicate with primary and secondary stakeholders to keep them informed of the work of the OVA and to identify changes in the community served by the organization;
- Establish good working relationships and collaborative arrangements with members, community groups, sponsors, partners, donors, funders, politicians, and other organizations to help achieve the goals of the organization;
- Act as primary media and spokesperson for the OVA;
- Be a vocal and active champion for the sport of volleyball, and work with appropriate associations and organizations, to ensure an effective voice for athletes;
- Remain attuned to the direction of governments and national sport bodies; anticipate and, if possible, influence that direction to best align the OVA and the sport of volleyball with future initiatives and fund allocations;
- Identify, assess, and inform the Board of Directors of internal and external issues that affect the OVA;
- Act as a professional advisor to the Board of Directors on all aspects of the organization’s activities;
- Participate with the President in setting agendas and preparing supporting material for Board meetings; participate, as necessary, in the meetings;
- Conduct official correspondence on behalf of the Board as appropriate and jointly with the Board when appropriate, including developing and negotiating contracts with sponsors, partner and other stakeholders;
Governance, Policy and Procedures Manual (GPPM)
Ontario Volleyball Association (OVA)

- Represent the OVA at community activities to enhance volleyball and the organization’s community profile.
- Undertake research on key issues and opportunities, prepare reports/documents and disseminate to the regional and OVA boards for input and feedback; and,
- Ensure representation and act as provincial organization spokesperson as requested by the regional and OVA boards.

e) Financial Management and Administration
With an annual budget that exceeds $2 million and a portfolio of valuable properties, the OVA’s Executive Director will:
- Oversee the department budgets and the Association’s business plan to ensure strong fiscal management and financial security of the organization;
- Ensure the OVA remains financially solvent – monitor the continuity of government and partner sources and create contingency plans to cover any negative impact anticipated or experienced;
- Provide prudent management of the Association’s financial and physical resources (plans, controls and monitors).

f) Marketing and Revenue Development
The Executive Director is responsible for the ongoing promotion of the OVA mission and vision. To effectively realize this, the Executive Director must:
- Seek out funding and support opportunities including, but not limited to, grant applications, fundraising events and sponsorship programs;
- Negotiate and develop contracts with partners and sponsors on behalf for the OVA, and market volleyball and the organization to current and potential supporters.

g) Volunteer Relations
While respecting local autonomy, volunteer-related activities include:
- Overseeing and supporting the volunteer work force, appropriate volunteer activities and procedures including recruitment, approval, confidentiality, retention and discharge, as appropriate; and,
- Providing resources and advice to the regions and their clubs in their efforts to recruit and develop local volunteers.
## G. Committee/Task Force Terms of Reference Template

<table>
<thead>
<tr>
<th>NAME &amp; TYPE</th>
<th>Standing (ongoing), Operational, ad hoc or Task Force (associated with a specified project) or advisory (to provide advice on a given matter).</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE</td>
<td>A short, general description of the area in which the committee/council/task force works, what it does, and why it was formed.</td>
</tr>
<tr>
<td>COMPOSITION</td>
<td>Describes the type or titles of the individuals who will serve on the committee/task force and any qualifications they are expected to have; includes the total number as well as representation (e.g. number of board members, community reps, staff, outside experts, etc.), by whom they are appointed, when and length of term. (Generally coincides with the time period of the terms of reference.)</td>
</tr>
<tr>
<td></td>
<td><strong>NOTE:</strong> When determining membership of any committee, the ability and experience of candidates are important, as well as ensuring that the membership reflects the diverse nature of the population of Ontario and OVA membership as closely as possible, including gender and geographic location.</td>
</tr>
<tr>
<td>APPOINTMENT OF CHAIR</td>
<td>Select someone skilled in chairing meetings or an expert in the subject matter and follow the procedures for chair appointment described in section 3.9.</td>
</tr>
<tr>
<td>DECISION-MAKING PROCESS</td>
<td>Clearly establish how decisions are made in the task force/committee</td>
</tr>
<tr>
<td>AUTHORITY DELEGATED</td>
<td>Clearly sets out any decision-making or approval authority (limited, active advisor or agent). The appointing authority and who will receive the committee’s/task force’s reports. This is the board in most cases except when a committee/task force has been established by the Executive Director to assist or advise the Executive Director. Delineation of the role of the board/committee and the role of management are clearly outlined.</td>
</tr>
<tr>
<td>TIMEFRAME/REPORTING/DEADLINE</td>
<td>Specifies duration of the committee/task force, when it meets, project milestones, reporting dates (e.g. monthly, quarterly) completion and final report dates.</td>
</tr>
<tr>
<td>MEETINGS</td>
<td>When, where and how it meets</td>
</tr>
<tr>
<td>REPORTING TEMPLATES</td>
<td>What information is expected in reports (Almost always part of the committee’s/task force’s assignments involves background information, recommendations for solutions and strategies for implementation – an appropriate template will be determined)</td>
</tr>
<tr>
<td>STAFF SUPPORT</td>
<td>Position represented, actual type(s) of support provided (e.g. services, information, research) and estimated time required.</td>
</tr>
</tbody>
</table>
### COMMITTEE/TASK FORCE TERMS OF REFERENCE TEMPLATE

<table>
<thead>
<tr>
<th>NAME &amp; TYPE</th>
<th>Standing (ongoing), Operational, ad hoc or Task Force (associated with a specified project) or advisory (to provide advice on a given matter).</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTHER RESOURCES</td>
<td>Describes the resources available, which may include experts, files from previous committees/task forces, office space, money allocated from budget.</td>
</tr>
<tr>
<td>COMMUNICATION WITH BOARD</td>
<td>The person who keeps the board up-to-date on the work of the committee/task force; usually the Chair of the committee.</td>
</tr>
<tr>
<td>COMMUNICATION WITH EXECUTIVE DIRECTOR</td>
<td>The person who keeps the Executive Director up-to-date on the work of the committee/task force; usually the Chair of the committee.</td>
</tr>
<tr>
<td>SPECIFIC AREAS OF RESPONSIBILITY</td>
<td>Specific objectives or tasks the committee/task force is expected to achieve during the term or time-period given in the Terms of Reference. Ensure this is related to the Purpose. These statements should be as complete as possible, clearly indicating the board’s expectations. Policy guidelines that the committee is expected to follow, review, or draft should be specified. Any legal requirements that the committee/task force must observe should be identified. Assignments to conduct research and prepare reports need to be included. Reports should be specified in terms of: by when, to whom, and by whom the committee/task force reports are made.</td>
</tr>
<tr>
<td>APPROVAL REVIEW DATE</td>
<td>The date on which the terms of reference are approved by the board/ the date by which the committee/task force reviews and evaluates its terms of reference and forwards recommended adjustments to the appointing authority</td>
</tr>
<tr>
<td>Other</td>
<td>As needed</td>
</tr>
</tbody>
</table>
## OVA FINANCE, AUDIT & RISK COMMITTEE

**TERMS OF REFERENCE**

March, 2013

<table>
<thead>
<tr>
<th>NAME &amp; TYPE</th>
<th>The OVA Finance, Audit &amp; Risk Committee is a standing committee of the OVA Board of Directors.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE</td>
<td>The Finance, Audit &amp; Risk Committee oversees the organization’s internal accounting controls; recommends external auditors for board approval; reviews the external auditors’ annual audit plan; and reviews the annual report, the management letter, and the results of the external audit. The committee is responsible for oversight of regulatory compliance, policies and practices regarding corporate responsibility, organizational risk assessment and ethics and business conduct–related activities, including compliance with all laws. The committee develops and recommends to the board risk assessments and financial principles, plans, reports and courses of action that provide for mission accomplishment and organizational financial overall well-being. The committee will have the necessary resources to meet its objectives, including rights of access to management, and to auditors without management being present, and rights to seek explanations and additional information.</td>
</tr>
</tbody>
</table>
| COMPOSITION | The Chair of the Committee will be appointed by the Board of Directors through an application process for a renewable two year term. Unless otherwise specified, the Chair has the right to select the members at-large of the Committee subject to the approval of the Board. No member of the Committee will be an employee of the OVA or the Association’s partners. The Committee will comprise no less than 3 and no more than 5 members who are financially literate and will be as follows:  
  - Chair: OVA Director  
  - Director with financial expertise  
  - Up to 3 Directors |
| AUTHORITY DELEGATED | Advisor. The Committee investigates and reports, the Board makes the decision. Board approval for all financial commitments will be as outlined in the limitations policy in the GPPM. Upon Board approval, the Committee can form sub-committees to facilitate the Committee’s work. |
| TIMEFRAME/REPORTING/DEADLINE | The Committee will report to the Board after each of its meeting.  
The Committee will review the annual budget with the ED prior to the required Board meeting for approval. |
<table>
<thead>
<tr>
<th>MEETINGS</th>
<th>The OVA Finance, Audit &amp; Risk Committee meets at a minimum twice per year, preferably in person, but may meet by conference call or video conference. Meeting location is at the call of the chair.</th>
</tr>
</thead>
<tbody>
<tr>
<td>REPORTING TEMPLATES</td>
<td>TBA</td>
</tr>
<tr>
<td>STAFF SUPPORT</td>
<td>OVA Staff may be assigned by the Committee to provide support (e.g. services, information, research) with the Committee to estimate staff time required.</td>
</tr>
<tr>
<td>OTHER RESOURCES</td>
<td>Includes use of outside experts on specific topics, files from previous committees/task forces, office space as required by the committee members and a specific committee expense allocation included in the annual budget.</td>
</tr>
<tr>
<td>COMMUNICATION WITH BOARD</td>
<td>The Chair will report to the Board after each meeting.</td>
</tr>
<tr>
<td>COMMUNICATION WITH EXECUTIVE DIRECTOR</td>
<td>The Chair will communicate with the OVA Executive Director and Financial Manager as needed by Committee to seek explanations and additional information and to review finances as needed.</td>
</tr>
</tbody>
</table>
| SPECIFIC AREAS OF RESPONSIBILITY | The finance, audit and risk committee should take prime responsibility for, but not be limited to:  
- Develop and recommend to the Board, policies and principles for sound financial and risk management.  
- Review and approve the annual budget. The ED shall submit the budget to the board for its approval after review.  
- The committee shall make recommendations with regard to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures, and other policies for inclusion that the committee determines are advisable for effective financial management  
- Review and approve all financial reports prior to board approval.  
- In conjunction with the ED, develop and maintain a Financial Management Manual which shall include a Chart of Accounts (COA) reviewing compliance-related matters & overseeing the organization’s risk management framework  
- Regularly review the organization’s ongoing financial accounts, systems and delegations overseeing the relationship, appointment and work of external and internal auditors  
- Review OVA’s risk assessment processes, monitoring and evaluation: and recommend policies and procedures for effective risk management practices. Ensure processes are in place to assess the likelihood and impact of possible incidents and ensure there is assessment of the actions required to minimize, avoid or eliminate potential risk, and review those processes. As risk is not only a negative element; the opportunity cost of not doing activities should also be considered.  
- Ensure comprehensive business plans are developed as part of a risk management process to assess impact and potential outcome of large scale events/investments/activities and review those plans |
<table>
<thead>
<tr>
<th>STRATEGIC PRIORITIES</th>
<th>As identified in the OVA Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPROVAL/REVIEW DATE</td>
<td>A brief yearly review is to be conducted which includes establishing the following two years’ Committee priorities. Every three years the Committee performs a comprehensive review and ensures that the committee mandate and responsibilities are aligned with the organization’s governance, articles and strategy and makes recommendations to the Board as may be required.</td>
</tr>
<tr>
<td>Review Date:__________</td>
<td>Approved by:_________________________</td>
</tr>
<tr>
<td>NAME &amp; TYPE</td>
<td>The OVA Governance Committee is a standing committee of the OVA Board of Directors.</td>
</tr>
<tr>
<td>-----------------------------------</td>
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</tr>
<tr>
<td>PURPOSE</td>
<td>The Governance Committee is responsible for designing, maintaining and reviewing policies of the Board around the goals, objectives, programs and activities of the Association; Board development and training; ensure that organizational ethics permeate the organization from top to bottom and embraces all stakeholders; ensures an effective system of communication is in place to embrace transparency and accountability; and monitors the performance of the Board of Directors. This Committee shall recommend policies to the Board pertaining to governance issues and processes, assist with orientation and training new Board members, maintain Board job descriptions and develop Board member succession plans, evaluate the contribution of individual Directors and Officers with the objective of improvement, and recommend changes to bylaws.</td>
</tr>
<tr>
<td>COMPOSITION</td>
<td>The Chair of the Committee will be appointed by the Board of Directors through an application process for a renewable two year term. Unless otherwise specified, the Chair has the right to select the members of the Committee subject to the approval of the Board. The committee will comprise no less than 3 and no more than 7 members as follows: Chair is OVA Director OVA Executive Director Up to four (4) other members-at-large</td>
</tr>
<tr>
<td>AUTHORITY DELEGATED</td>
<td>Limited Advisor. The Committee investigates and reports, the Board makes the decision. Board approval for all governance-related commitments will be as outlined in the limitations policy in the GPPM. Upon board approval, the Committee can form sub-committees to facilitate the Committee’s work.</td>
</tr>
<tr>
<td>TIMEFRAME/REPORTING/DEADLINE</td>
<td>The Committee will prepare all necessary documentation for Board meetings as required and will follow the timelines indicated as per OVA by-laws for membership review of changes.</td>
</tr>
<tr>
<td>MEETINGS</td>
<td>The OVA Governance Committee meets at a minimum once per year and preferably in person, but may meet by conference call or video conference. Meeting location is at the call of the chair.</td>
</tr>
<tr>
<td>REPORTING TEMPLATES</td>
<td>Template for reporting to the OVA Board of Directors attached.</td>
</tr>
<tr>
<td>STAFF SUPPORT</td>
<td>Executive Director is a member of the committee and may be assigned by the committee to provide support (e.g. resources, services, information, research). The OVA Governance Committee will estimate staff time required.</td>
</tr>
<tr>
<td>---------------------------------------</td>
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</tr>
<tr>
<td>OTHER RESOURCES</td>
<td>Includes use of outside experts on specific topics, files from previous committees/task forces, office space as required by the Committee members and a specific Committee expense allocation included in the annual budget.</td>
</tr>
<tr>
<td>COMMUNICATION WITH BOARD</td>
<td>The Chair will report to the Board of Directors after each meeting.</td>
</tr>
<tr>
<td>COMMUNICATION WITH EXECUTIVE DIRECTOR</td>
<td>The Executive Director is a member of this committee.</td>
</tr>
<tr>
<td>SPECIFIC AREAS OF RESPONSIBILITY</td>
<td>1. Policy formulation, implementation and monitoring, including conflict of interest.</td>
</tr>
<tr>
<td></td>
<td>2. Ensure the effectiveness of compliance with the Code of Conduct for Board members.</td>
</tr>
<tr>
<td></td>
<td>3. Plan Board development &amp; training in collaboration with the Nominations Committee.</td>
</tr>
<tr>
<td></td>
<td>4. Maintain and enforce OVA’s By-Laws; Board committees Terms of Reference and compositions.</td>
</tr>
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<td></td>
<td>5. Conduct a yearly Board evaluation and assessment.</td>
</tr>
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<td></td>
<td>6. Conduct Board member disciplinary reviews when required.</td>
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<tr>
<td></td>
<td>7. Stay informed on all current legislation and regulatory requirements and performs regular environmental scans on behalf of the Board.</td>
</tr>
<tr>
<td></td>
<td>9. Any other duties as may be assigned by the Board from time to time.</td>
</tr>
<tr>
<td>STRATEGIC PRIORITIES</td>
<td>As identified in the OVA Strategic Plan</td>
</tr>
<tr>
<td>APPROVAL/REVIEW DATE</td>
<td>A brief yearly review is to be conducted which includes establishing the following two years’ committee priorities. Every three years the committee performs a comprehensive review and ensures that the committee mandate and responsibilities are aligned with the organizations governance, articles and strategy and makes recommendations to the Board as may be required.</td>
</tr>
<tr>
<td></td>
<td>Review Date:__________________       Approved by:________________________</td>
</tr>
</tbody>
</table>

December 2015 - 59
# OVA Human Resource Committee

## Terms of Reference

March, 2013

<table>
<thead>
<tr>
<th>NAME &amp; TYPE</th>
<th>The OVA Human Resource Committee is a standing committee of the OVA Board of Directors.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE</td>
<td>The Human Resource Committee is established to undertake the annual performance review of the Executive Director, including setting annual performance goals, and in the selection process of a new Executive Director oversee</td>
</tr>
<tr>
<td></td>
<td>• Develop, implement and document annual performance review process for the OVA Executive Director.</td>
</tr>
<tr>
<td></td>
<td>• Identify performance indicators that are clearly linked to the strategic goals and objectives set by the Board and performance measures clearly linked to staff performance and stakeholder relationships. Develop processes to evaluate monitor and measure these performance indicators.</td>
</tr>
<tr>
<td></td>
<td>• Develop a process for the search of a new Executive Director and works with the Board to determine a selection committee and the ED’s job description.</td>
</tr>
<tr>
<td>COMPOSITION</td>
<td>The Committee will be comprised of 3 members with at least one of with human resource and/or performance evaluation experience. The Chair of the Committee will be appointed by the Board of Directors for a two year term.</td>
</tr>
<tr>
<td></td>
<td>• Chair – OVA Director</td>
</tr>
<tr>
<td></td>
<td>• One (1) OVA Director</td>
</tr>
<tr>
<td></td>
<td>• One (1) member of the OVA Executive Committee</td>
</tr>
<tr>
<td>AUTHORITY DELEGATED</td>
<td>Advisor. The committee prepares and conducts the performance review of the OVA Executive Director and directs the search for a new E.D.</td>
</tr>
<tr>
<td>TIMEFRAME/REPORTING/DUELINE</td>
<td>Review process approved by Board minimum of 2 months prior to year end Performance Review completed prior to year end and approved by Board.</td>
</tr>
<tr>
<td>MEETINGS</td>
<td>As needed, at least once per year prior to the June Board of Directors meeting</td>
</tr>
<tr>
<td>REPORTING TEMPLATES</td>
<td></td>
</tr>
<tr>
<td>STAFF SUPPORT</td>
<td></td>
</tr>
<tr>
<td>OTHER RESOURCES</td>
<td></td>
</tr>
<tr>
<td>COMMUNICATION WITH BOARD</td>
<td></td>
</tr>
<tr>
<td>COMMUNICATION WITH EXECUTIVE DIRECTOR</td>
<td>As related to the assessment process</td>
</tr>
</tbody>
</table>
I. OPERATIONAL Committee/Task Force Terms of Reference

<table>
<thead>
<tr>
<th>Name &amp; Type</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td></td>
</tr>
<tr>
<td>Composition</td>
<td></td>
</tr>
<tr>
<td>Authority Delegated</td>
<td>Limited Advisor. The Committee investigates and reports, the Board makes the decision. Board approval for all governance-related commitments will be as outlined in the limitations policy in the GPPM. Upon board approval, the Committee can form sub-committees to facilitate the Committee’s work.</td>
</tr>
<tr>
<td>Timeframe/Reporting/Deadline</td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td></td>
</tr>
<tr>
<td>Reporting Templates</td>
<td>Template for reporting to the Executive Director attached.</td>
</tr>
<tr>
<td>Staff Support</td>
<td>OVA staff person assigned to be a member of the committee will also be assigned by the committee to provide support (e.g. resources, services, information, research). The OVA Beach Committee will estimate staff time required.</td>
</tr>
<tr>
<td>Other Resources</td>
<td>Includes use of outside experts on specific topics, files from previous committees/task forces, office space as required by the Committee members and a specific Committee expense allocation included in the annual budget.</td>
</tr>
<tr>
<td>Communication with Board</td>
<td></td>
</tr>
<tr>
<td>Communication with Executive Director</td>
<td></td>
</tr>
<tr>
<td>Specific Areas of Responsibility</td>
<td></td>
</tr>
<tr>
<td>Strategic Priorities</td>
<td>As identified in the OVA Strategic Plan</td>
</tr>
<tr>
<td>APPROVAL/REVIEW DATE</td>
<td>A brief yearly review is to be conducted which includes establishing the following two years’ committee priorities. Every three years the committee performs a comprehensive review and ensures that the committee mandate and responsibilities are aligned with the organization’s governance, articles and strategy and makes recommendations to the Board as may be required.</td>
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<tr>
<td>Review Date:_________</td>
<td>Approved by:__________________________</td>
</tr>
</tbody>
</table>
# OVA COACHING REVIEW COMMITTEE - Operational

## TERMS OF REFERENCE

**Created September, 2013**

<table>
<thead>
<tr>
<th>NAME &amp; TYPE</th>
<th>Coaching Review Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE</td>
<td>To review NCCP certification requests, OVA coaching development plans and OVA high performance training plans.</td>
</tr>
</tbody>
</table>
| COMPOSITION          | The Committee will be composed of a minimum of 3 and no more than 5 members (including Chair). The Chair is appointed by the Executive Director. At least 30% of the committee must be of one gender. All members must have a minimum of 10 years coaching experience, experience coaching at development, competitive and high performance levels, and be an NCCP Learning Facilitator. As well the committee should include the following:  
  - NCCP level 4 coach/high performance/advanced coach (primary experience coaching males)  
  - NCCP level 4 coach/high performance/advanced coach (primary experience coaching females).  
  - NCCP level 4 coach/high performance/advanced coach (experience in beach coaching). |
| AUTHORITY DELEGATED  | Active Advisor – the committee makes recommendations with respect to training and development plans; and  
Active Agent – the committee makes decision with respect to certification review. |
| TIMEFRAME/REPORTING/DEADLINE | The Committee will receive detailed reports/information from the appropriate OVA staff and/or coach as outlined in the annual calendar.  
The Committee will receive this information at least two weeks prior to each committee meeting. |
| MEETINGS             | The committee will meet a minimum of 3 times per OVA fiscal year with dates determined by the chair by September 1 of each year and the final meeting held no later than June of the same fiscal year. Meetings may be in person, by conference call or video conference. Meeting location is at the call of the chair  
Suggested Meetings: October 15, January 15 & April-June (TBA) |
| REPORTING TEMPLATES  | Template for reporting to the OVA Executive Director and/or staff designate will be created by the Chair and attached to the GPPM annually, if necessary. |
| STAFF SUPPORT        | An OVA staff will be assigned by the Executive Director to provide required information and any reasonable administrative support (e.g. resources, services, information, |
| **Governance, Policy and Procedures Manual (GPPM)**  
<table>
<thead>
<tr>
<th><strong>Ontario Volleyball Association (OVA)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>research) needed for the committee. The chair will estimate staff time required and present to the Executive Director.</td>
</tr>
<tr>
<td><strong>OTHER RESOURCES</strong></td>
</tr>
<tr>
<td><strong>COMMUNICATION WITH BOARD</strong></td>
</tr>
<tr>
<td><strong>COMMUNICATION WITH EXECUTIVE DIRECTOR</strong></td>
</tr>
</tbody>
</table>
| **SPECIFIC AREAS OF RESPONSIBILITY** | The Committee will perform the following key duties:  
1. **NCCP CERTIFICATION REVIEW**  
   *Completed at each meeting of the committee:*  
   - To review and approve/deny all requests submitted to the OVA for NCCP Level 3, or higher, evaluations;  
   - To review and make final decision for all “denied” (for a 2nd set of eyes) and “exceptional” requests with respect to NCCP coaching certification submitted to the OVA - this would mean that requests are a) denied by OVA staff; or  
   - b) OVA staff is unable to determine if/how exception is granted.  
2. **COACH DEVELOPMENT PLAN REVIEW**  
   *Completed at final committee meeting of each year:*  
   - To annually review OVA coach development plan and priorities  
3. **HIGH PERFORMANCE/ATHLETE DEVELOPMENT TRAINING PLAN REVIEW**  
   *Completed as indicated:*  
   - To review and approve OVA high performance quadrennial training plans (first draft done in the Canada Games year with approval in the year following Canada Games and reviewed annually)  
   - To annually review seasonal plans of the OVA provincial team coaches & make recommendations (completed in 2nd meeting)  
| **STRATEGIC PRIORITIES** | As identified in the OVA Strategic Plan and supporting VC coaching committee, NCCP recommendations and CS4L/LTAD principles  
| **APPROVAL/REVIEW DATE** | A brief yearly review is to be conducted which includes establishing the following years’ Committee priorities. Every three years the Committee performs a comprehensive review and ensures that the committee mandate and responsibilities are aligned with the organization’s governance, articles and strategy and makes recommendations to the Executive Director as may be required.  
| Review Date: ___________________  
Approved by: ___________________ |
J. OVA Policies