



POLICIES AND PROCEDURES MANUAL

Section One | **Introduction to SSA**

Effective: March 2013

Amended: 9 21

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1 Introduction

1.1 Overview of Roles and Responsibilities

- 1.1.1 The Roles and Responsibilities policy serves to:
- Act as a guide to outline roles, responsibilities, and expectations within the SSA;
 - Acknowledge levels of authority and accountability; and,
 - Guide all stakeholders to align efforts and work collaboratively with a common vision.
- 1.1.2 Additional details on Membership Rights and Responsibilities are contained in Section Two; and, in some cases full details on roles, responsibilities and authority may be contained in other documents.
- 1.1.3 Saskatchewan Soccer Association (SSA) is a non-profit membership group as recognized by the Province of Saskatchewan under The Non-Profit Corporations Act, 1995.
- 1.1.4 SSA is the designated Provincial Sport Governing Body (PSGB) for the sport of soccer in Saskatchewan as recognized by Sask Sport Inc.
- 1.1.5 SSA is a full member of the Canada Soccer Association (CSA) and as such, is entrusted by the statutes of FIFA and the constitutions of CSA with the mandate of governing, fostering, developing and promoting soccer in Saskatchewan. The CSA is a member of the Confederation of North, Central American and Caribbean Association Football (CONCACAF) and the Federation of International Football Associations (FIFA).
- 1.1.6 SSA Member descriptions are contained in the Bylaws including:
- Organizations - Regular Members and Associate Members.
 - Individual Members - Life Members, Participant Members, and Organizer Members
- 1.1.7 Regular Members elect the SSA Board of Directors and approve the Bylaws of the Association.
- 1.1.8 The SSA Board is a volunteer Governance Board whose primary role is to provide strategic leadership and direction for the Association in pursuit of the Mission. Board members are nominated based on strategic competencies required to fulfill the governance requirements of the Association. The SSA Board of Directors speaks as one through the President, and:
- Has governance authority for the Association;
 - Are responsible to:
 - Maintain the trust and support of the Association membership;
 - Ensure the Association operates in accordance with the highest ethical and moral standards;
 - Manage the internal affairs of the Board, including determining its structure, composition, nomination, and Board governance policies and procedures.
 - Annually assess the performance of the Board and its Directors;
 - Ensure there are sufficient and appropriate human and financial resources for the Association to accomplish its goals;
 - Approve annual capital and operating plans and monitor performance against those plans.
 - Approve the strategic plan, determine priorities, and monitor the performance of the Executive Director in achieving the strategic priorities and report to SSA Members on progress toward the Strategic Plan.

- c) The Board is accountable to:
 - i. The CSA and governing authorities including, but not limited to, Sask Sport, The Non Profit Corporations Act 1995;
 - ii. The SSA Membership via the election process.

1.1.9 SSA Regular and Associate Members:

- a) Have governance authority over the programs they operate and the Participants, Organizers and Entities that are registered in their organization, and;
- b) Are accountable to the SSA Board of Directors in regard to their Membership status and ongoing Good Standing in the Association.

1.1.10 Participants, Organizers and Entities

- a) Are accountable to their governing organization and to SSA and have such authority as designated by their governing organization(s)

1.1.11 The SSA Board of Directors employs an Executive Director who is accountable to the SSA Board of Directors.

- a) The Executive Director is responsible to:
 - i. Provide direction and leadership in the management of the operations of the Association, in accordance with the Association’s Mission, strategic goals and priorities, and policies and procedures. Operations shall be understood to include the Association’s finances, programs and services, human resources and assets.
 - ii. Provide the Board with information, advice, and assistance so that it can properly exercise its responsibilities.
 - iii. Foster and maintain effective working relationships with all stakeholders.
 - iv. Communicate the Policies and Procedures of SSA to the Membership.
 - v. Report to the Board on progress toward achievement of the Strategic Plan.
- b) The Executive Director has authority to:
 - i. Develop and implement operational Policies and Procedure and the Annual Operating Plan of the Association toward achievement of the Strategic Plan;
 - ii. Employ and evaluate SSA staff;
 - iii. Ensure Member compliance with the Code of Conduct, Bylaws, Policies and Procedures and/or official rulings of SSA; and,
 - iv. Refer matters relating to the ongoing membership status of any Regular or Associate Member to the Board.

1.2 Strategic Planning & Member Engagement 9 21

- 1.2.1 The Members, Staff and Board of Directors, contribute to the development of the Association Strategic Plan which is regularly renewed. The Strategic Plan, as approved by the SSA Board, acts as a guide to SSA direction and values, to direct the allocation of resources and development of programming and activities, and to focus efforts on the accomplishment of the Mission.

- 1.2.2 Consultation involves the exchange of ideas and the capturing of points of view with the goal of informing the decision-making process. Consultation is an essential component of the partnership between all stakeholders and the SSA. SSA employ various methods, both formal and informal to engage and consult with Membership and considers direction from FIFA, Sport Canada, Canada Soccer, Sask Sport and other authorities as applicable, to guide decision making in the development of the Strategic and Operational Plans and Policies of the SSA.
- 1.2.3 SSA is responsible to ensure that consultation strategies and policies are in place for the Association and to monitor their effectiveness.
- 1.2.4 The Strategic Planning process is the primary process of the SSA for setting the long-term vision, mission and strategic priorities to move the Association forward. Strategic Planning is an ongoing information gathering process based on engagement with SSA Members, Board, Staff and other stakeholders contributing their perspectives.
- a) Typically Strategic Plans are dated for four years.
 - b) Strategic Plans, however, should be seen as living documents that are monitored and adjusted to maintain their relevance.
- 1.2.5 The Annual General Meeting (AGM) shall be an opportunity for the SSA Board and Staff to complete the formal business of the Association and to engage with membership.
- a) The AGM shall annually occur in March.
 - b) The location and date shall be as determined by the SSA Board of Directors but in principle will rotate between Saskatoon (2) and Regina (1) and other Member locations (1) within a four year cycle.
 - c) SSA shall report to membership on progress toward the Strategic Plan at the AGM.
- 1.2.6 There shall be a minimum of one member engagement session offered annually in addition to the Annual General Meeting.
- a) In-person meetings (or video conference meetings) shall typically occur in the spring or in the fall.
 - b) Whenever possible the date will be provided to membership 6 weeks in advance.
 - c) In-person member sessions shall go forward when sufficient attendance is confirmed; SSA reserves the right to cancel any sessions if advance registration is insufficient.

1.3 Spirit of Partnership

- 1.3.1 Upon registering with SSA or an SSA Regular or Associate Member, all individuals and organizations become SSA members and enter into agreement to work in a spirit of partnership, and to follow the Rules and Regulations, Code of Conduct, Bylaws, Policies and Procedures established by SSA and those of its Member Organizations. The SSA Board, Membership and Staff work in partnership in the development and achievement of the Strategic Plan for the Association. Without this spirit of partnership the ability to achieve the Mission is compromised.

1.4 Volunteerism

- 1.4.1 SSA is founded on the principle of volunteerism and is dependent on the partnership of the Members and contributions of volunteers to support programming and governance at all levels in the Association.

1.4.2 SSA shall have in place policies and strategies to support the recruitment, retention and development of volunteers and to recognize their contributions.

1.4.3 Volunteer Management

- a) A 'volunteer' is anyone who serves without compensation or expectation of compensation beyond reimbursement and performs a task at the direction of and on behalf of the Association.
- b) A 'volunteer' must be officially accepted and enrolled by the Association prior to performance of the task.
- c) The Association accepts the service of all volunteers with the understanding that such service is at the sole discretion of the Association.
- d) Unless specifically stated, volunteers shall not be considered as 'employees' of the Association, however, there shall be standards of performance established specific to each role and volunteers are expected to meet and maintain these standards during their involvement.
- e) Volunteers who do not adhere to the policies and procedures of the Association or who fail to satisfactorily perform their volunteer assignment are subject to dismissal.
- f) Volunteers agree that the Association may at any time, for whatever reason, decide to terminate the volunteer's relationship with the Association.
- g) The volunteer may at any time, for whatever reason, decide to end their relationship with the Association. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.
- h) Volunteers shall be extended the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done.
- i) Volunteers may be utilized in all programs and activities of the Association, and serve at all levels of skill and decision-making. Volunteers should not, however, be utilized to displace any paid employees from their positions.
- j) No person who is in a conflict of interest with an activity or program of the Association, whether personal, philosophical, or financial shall be accepted or serve as a volunteer with the Association.
- k) Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves a staff, volunteer, client, or other person or involves overall Association business. This expectation continues after their volunteer participation has ceased.

- l) Failure to maintain confidentiality may result in corrective action, termination of the volunteer’s relationship with the Association and/or disciplinary action.
- m) Position descriptions are reviewed and updated as required and typically shall include a description of the purpose and duties of the position, a designated supervisor, a timeframe for the performance of the job, a listing of job qualifications, and a description of job benefits.
- n) Volunteers shall be recruited by the Association on a pro-active basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited without discrimination; the sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of the Association.
- o) Volunteers who have not reached their age of majority must have the written consent of a parent or guardian prior to volunteering. The volunteer services assigned to a minor shall be performed in a non-hazardous environment and shall comply with all appropriate requirements of child labor laws.
- p) As appropriate for the protection of clients, volunteers must submit to a criminal record check. Volunteers who do not agree to the background check will be refused assignment. Full details on Volunteer Screening can be found in Section 13 – Risk Management.
- q) Volunteers are encouraged to grow and develop their skills while serving with the Association, and are assisted through promotion to new volunteer jobs to assume additional and greater responsibilities. Educational opportunities may be provided by the Association to grow the capacity of the volunteer to contribute in their role.
- r) Volunteers shall receive periodic evaluations to review their work. Evaluations should include both an examination of the volunteer’s performance of position responsibilities and a discussion of any suggestions the volunteer may have concerning the position or project with which the volunteer is connected.
- s) The evaluation session is an opportunity for both the volunteer and the Association to examine and improve their relationship.
- t) Exit interviews, where possible and appropriate, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improving the position, and the possibility of involving the volunteer in some other capacity with the Association.
- u) Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking business for the Association.
- v) As appropriate, volunteers shall have access to Association property and materials necessary to fulfill their duties, and shall receive training in the operation of any equipment. Property and materials shall be utilized only when directly required for Association purposes.
- w) Liability and accident insurance is provided for all volunteers engaged in Association business. Specific information regarding insurance is in Section Two – Membership Rights and Responsibilities.

1.5 Volunteer and Staff Recognition

- 1.5.1 SSA shall have in place policies and strategies to recognize the contributions of volunteers and staff.
- 1.5.2 An annual volunteer recognition event will be conducted to highlight and reward the contribution of volunteers and staff to the Association.
 - a) Volunteers will be consulted and involved in order to develop an appropriate format for the event.
 - b) Outgoing Board Members, Life Members, SSA Award Recipients, Staff, corporate and program sponsors and partners, and others as appropriate shall be invited each year.

- 1.5.3 Informal Recognition
- a) All staff and volunteers responsible for volunteer supervision are encouraged to undertake on-going methods of recognition of volunteer service on a regular basis throughout the year.

1.6 Communications

- 1.6.1 Communication involves the sharing of information and is a two way process that requires all parties to be engaged for it to be effective.
- 1.6.2 SSA is responsible to ensure that communications strategies and policies are in place for the Association and to monitor their effectiveness.
- 1.6.3 A primary goal of the communication strategy is to:
- a) Ensure that there is open, positive and effective communication between SSA and the membership; and,
 - b) Ensure that information relating to the Association’s programs and services and to the Association more generally is communicated to the membership in a timely and effective manner.
- 1.6.4 Member Organizations are required to provide two primary contacts for their organization to ensure that consistent communication is available with the SSA.
- 1.6.5 Member Organizations are responsible to have effective mechanisms in place to pass on all relevant information to their Entities, Participants and Organizers.

1.7 Public Relations

- 1.7.1 SSA is responsible to ensure that public relations strategies and policies are in place to enhance the image and brand of the Association, and, to monitor their effectiveness.
- 1.7.2 SSA and the Membership shall work in partnership to communicate the Mission and to expand public knowledge of SSA programs, services and activities.
- 1.7.3 SSA representatives are ambassadors for the Association and are expected to conduct themselves in a professional manner while representing SSA at all public events.
- 1.7.4 SSA staff shall ensure policies and standards shall be in place for the use of the SSA logo.
- 1.7.5 The SSA President, Executive Director or Director of Soccer Operations, or their designate, shall be the official representatives of SSA to the media and in official releases of information.