SSA Board Governance Workshop

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Saskatchewan Soccer Association Member Organization Meeting

The Saskatoon Inn, Circle Drive, Saskatoon, SK

Sunday 20th March 2016

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- **Principles of a Policy Board**

- **Building A Strong Policy Framework**

- **The Role of the Executive Director**

- **Executing A Strategic Plan**

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    - **Performance Measures & Data Collection**

    - **Executive Reporting**

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Directors' Fiduciary Responsibility

- **Duty of Loyalty**
  - 'To whom owed'
  - Conflict of interest
  - Corporate opportunities
  - Proper purpose

- **Duty of Obedience**
  - Confidentiality
  - 'One Board, One Voice'

- **Duty of Care**
  - Employ skill and knowledge possessed
  - Be diligent in attending to Board affairs
    - Read Board reports, attend meetings, be punctual, observe Roberts Rules (or other meeting rules)
  - Business Judgement Rule
    - decision made honestly and in good faith
    - process of due diligence important determinant
      - is information reliable and trustworthy?
      - have you used external advisors?
      - have you considered alternatives?

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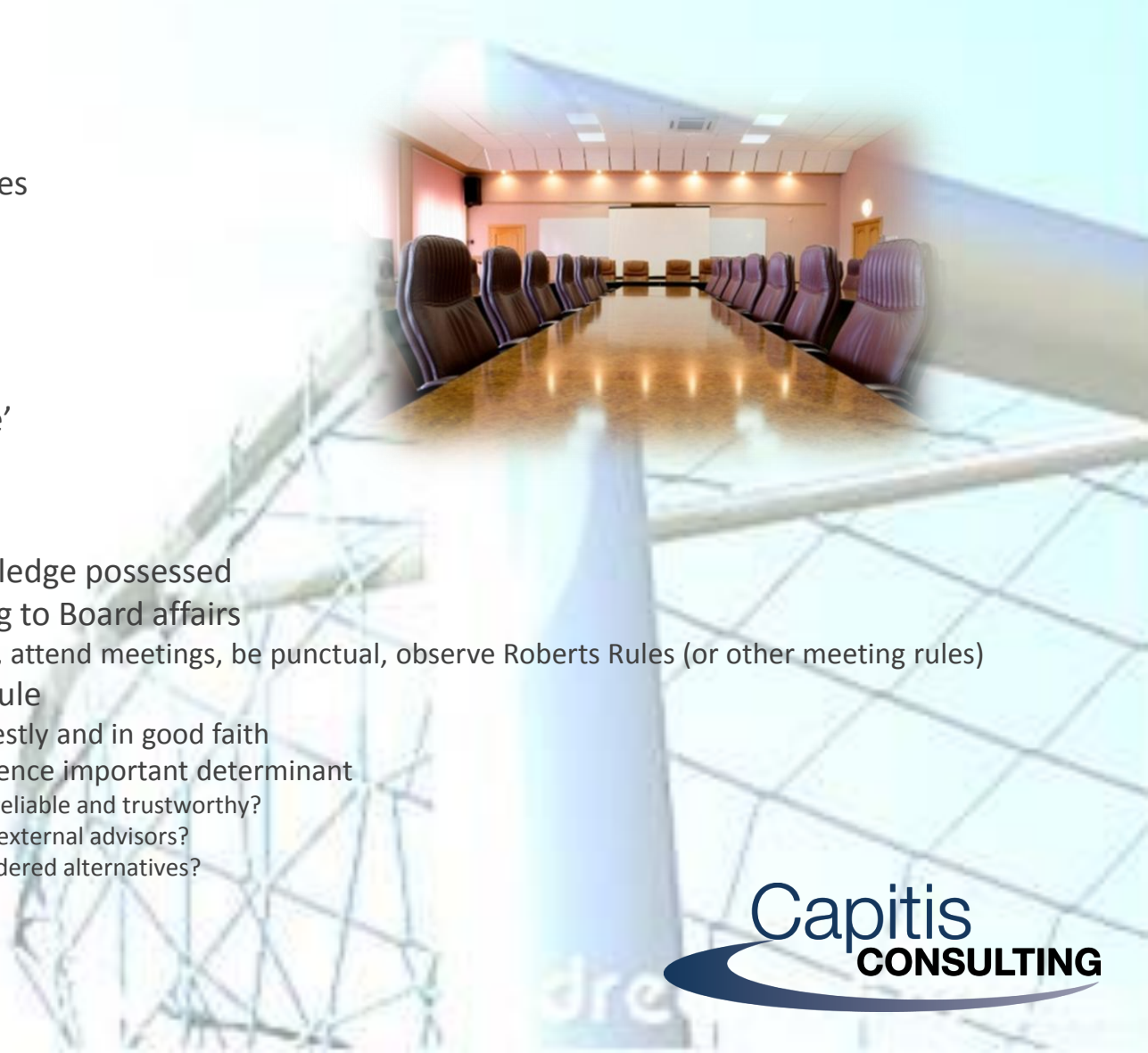
The Governance Continuum

POLICY BOARD
- Vision, Mission, Values
- Strategic Plan oversight
- Policy development
- CEO recruitment & management
- Operational oversight
- Budget approval & major cost approval

MANAGEMENT BOARD
- Operational decision-making
- Program management
- Cost approval and accounting oversight
- Budget development and management
- Work managed through Committee network

Admin Support

Increase In Staff Capacity

Operational Mgt

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Policy Boards

- **Best defined by John Carver**
  - *"Boards That Make A Difference"*
  - Policy Boards are sometimes referred to as 'Carver Boards'

- **Policy Boards believe the job of the Board is to:**
  - establish guiding principles & policies for the organization
  - delegate responsibility to others (usually through a CEO or ED) to enact those principles and policies and monitor their performance

- **Policy Boards work on the principle that the CEO/ED has complete authority EXCEPT where principles/policy say they don't**

- **They assume a high degree of trust and confidence in the CEO/ED**

- **They have relatively few Standing Committees**

- **Directors are recruited for their skill sets, strategic thinking and demonstrated commitment to vision, mission and value of the organization**

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Can the SSA operate with a Policy Board?

✓ **Governance structure permits recruitment of Directors based on skill sets**

✓ **Bylaws permit a Committee structure appropriate for Policy Board governance**

✓ **Organizational mission and scope of operations deems Policy Board governance appropriate**

✓ **Genuine executive management exists, supported by a staff to reasonably manage operations**

✓ **A strategic plan exists**

? **A robust policy framework exists**

The Role Of The Board Of Directors

1. **Hiring, managing and firing the Executive Director**

2. **Development of strategy and monitoring its implementation & performance**

3. **Safeguarding the organization's assets**

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ORGANIZATION	DIRECTION	CONTROL
Board	Vision/Mission/Values Strategic Plan	Bylaws & Policies
Management	Strategic Plan Tactical Plan	Policies
Staff	Tactical Plan Work Plans	Procedures
Volunteers	Session Plans Project/Event Plans	Operational Manuals
Customers	**Value-Adding Outcomes**	**Satisfaction Surveying**

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Building A Strong Policy Framework

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Policies vs Procedures

A course or principle of action adopted by an organization

"Smoking is not permitted at an SSA-sanctioned games or events"

A description on how to execute a certain task

"If you see someone partaking in tobacco products at an SSA-sanctioned event, ask them to extinguish the product immediately or remove themselves from the event."

Building A Policy Framework

- Policies create boundaries and boxes within which authority can be designated

- Chief means through which the Board controls staff behaviour without micro-management

- Should be broad-level controls that limit adverse, risky or dangerous behaviour

- Not so prescriptive so they unreasonably limit flexibility in individual decision-making ability

- Should be approved by the Board and only amended or removed by the Board

- DON'T write policies are written into organization's Bylaws

  - Policies are the chief business of the Board of Directors, not of the members or staff:
    - They should not be embedded in bylaws, which require member approval to change
    - The Board should not be restricted in their development (eg. by member control/approval
    - Management should not be able to solely approve them (they may draft policies, but the Board must approve them)

Building A Policy Framework

When drafting policy, ask a few simple questions:

- Do we really need this policy? Why are we writing it?
    - Avoid 'policies for the sake of policies'
    - Remember, the more policies you have, the less likely they are to be effective

- If we are adding this policy, are there other policies that must either change or can be removed?
    - Watch out for incremental 'pile-up' of policies

- If we don't have this policy, what are the risks to our organization?

- Once written, who needs to know about this policy?

Building A Policy Framework

Technical	Financial	Administrative	Board	HR
Code of Conduct	Refund	Registration	Meeting management	Recruitment
Training attendance	Procurement	Sponsorship	Conflict of interest	Performance reviews
Nutrition / Anti-Tobacco	Investment	Waivers & consents	Confidentiality	Holidays & office closure
Coach meetings	Spending Authority	Uniforms	Expenses	Time-in-lieu
Player evaluations	Collections	Field Allotment	Communication	Dress code

Policies should cover all areas of an organization that may could either the Board or management to ask "What's our position on this?"

The Role Of The Executive Director

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TOMORROW

STRATEGY

EXTERNAL ENVIRONMENT

FINANCIAL HEALTH

Board of Directors

POLICIES

STAKEHOLDER RELATIONS

RISK MGT

Executive Director

WORK PLANS

STAFF REPORTING

CUSTOMER SERVICE

PROGRAM DEVT

TASKS

TODAY

Line staff

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Board of Directors

Tactical Planning

Executive Reporting
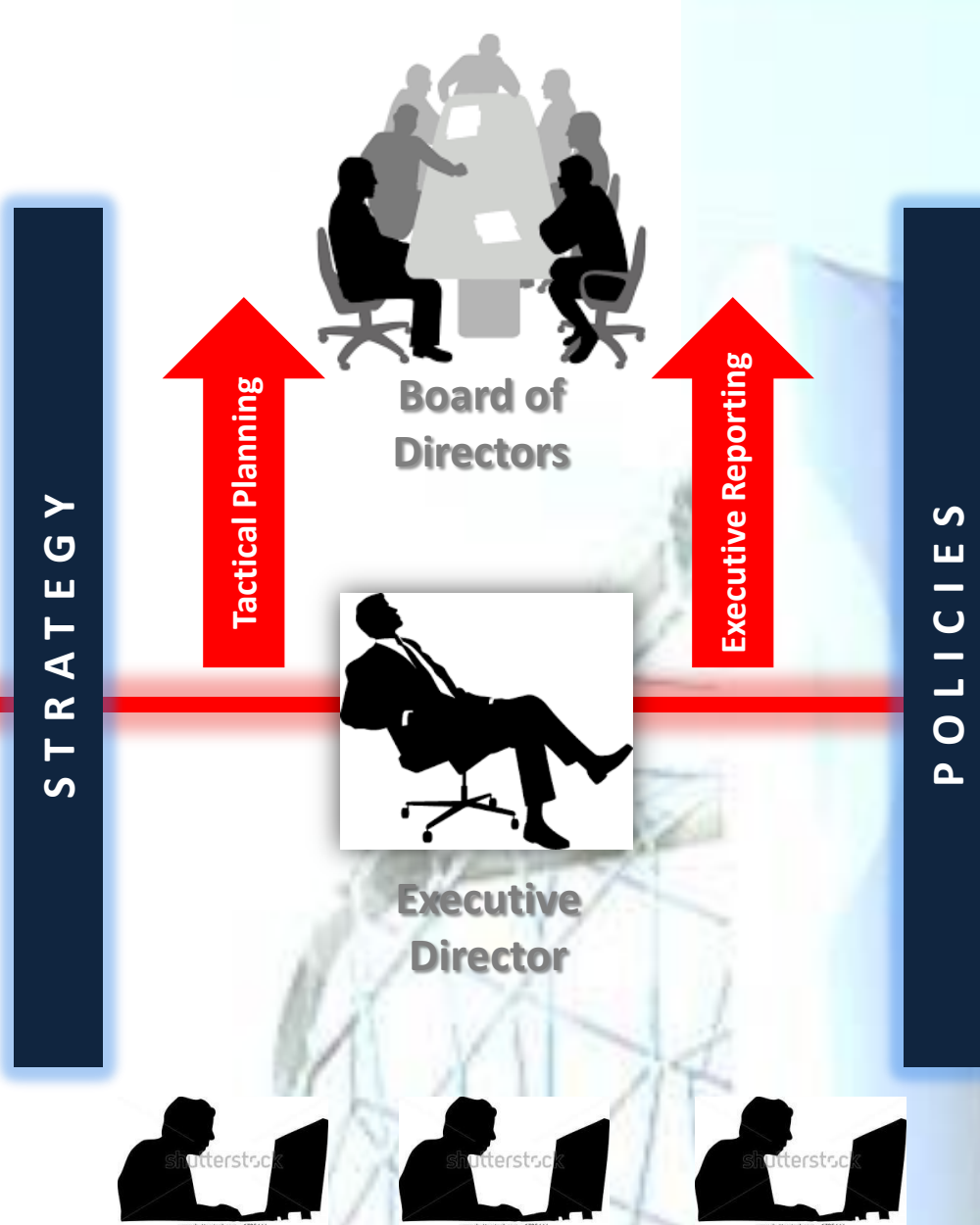
STRATEGY

POLICIES

Executive Director

Line staff

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Board of Directors

STRATEGIC PLAN 2012-2015

Executive Director

**TODAY**

Line staff

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Executive Director's Core Role

- **Execution of strategy**
  - Tactical planning
  - Staffing as needed
  - Program development as needed
  - Partnership development as needed
  - Should encompass day-to-day organizational management

- **Maintenance organizational health**
  - Within risk tolerance parameters dictated by the Board (through policies)
  - Financial prudence

- **Reporting to the Board of Directors**
  - On implementation of strategy
  - On organizational health (particularly financial)
  - Includes identification of major risks/threats

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Executing A Strategic Plan
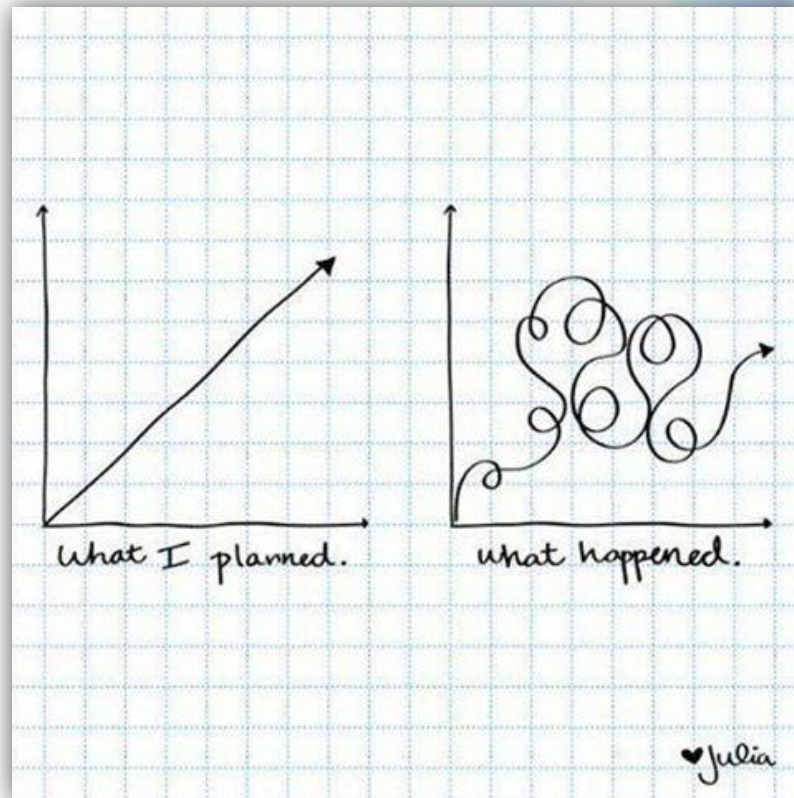
Rule 1: Don't try to eat a strategic plan all at once!

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Planning To Execute

2017 Annual Tactical Plan | 2018 Annual Tactical Plan | 2019 Annual Tactical Plan | 2020 Annual Tactical Plan

Player Dev't Plan

Coach Dev't Plan

Five Year Financial Plan

Five Year Strategic Plan

Marketing & Comm' Plan

Facilities Dev't Plan

Referee Dev't Plan

Sponsorship Dev't Plan

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Annual Tactical Planning

- What part of the strategic plan will be implemented over the forthcoming year

- More specifically program-based

- Built in tandem with annual budgeting process
  - Ensures strategic plan implementation and ever-changing fiscal position are kept linked

- Allows for flexibility in execution ambition

- Doubles as work plans and personal or group targets for staff

- Serves as central medium for executive reporting to the Board and Board performance management of the Executive Director

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Performance Measures

- A performance measure is a continuum on which the performance of an individual, organization or program will be judged.

- A Key Performance Indicator (KPI) is a specific point on that continuum that indicates a certain level of quality.

KPI

1   8   10

M e m b e r   S a t i s f a c t i o n

Performance Measure

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PLANERS

PLAYERS

'Every player gets the chance to learn, enjoy, and reach their goals through soccer'

Strategic Goal	2018 Target	2020 Target
1) Increase the quality of programming throughout the SSA Player Pathway.	a) Expectations of quality are being actively explored for all levels of the SSA Player Pathway.	a) Quality has been defined for all levels of the SSA Player Pathway and implementation is underway.
2) Expand the range of soccer competition and programming opportunities for players at Grassroots, Recreational, Competitive, and High Performance levels, in line with the SSA Player Pathway.	a) Competition and program development opportunities have been identified at Grassroots, Recreational, Competitive, and High Performance levels and are in the process of being implemented.	a) Competition and program development opportunities at Grassroots, Recreational, Competitive, and High Performance levels have been fully implemented.
3) Boost overall enrolment through the implementation of the SSA's Player Pathway.	a) Registered participation at mini level has increased from 12,122 to 12,800 (outdoor) & from 3.887 to 4,100 (indoor) b) Registered participation at youth level has increased from 6,066 to 6,250 (outdoor) & from 3,727 to 3,750 (indoor) c) Registered participation at senior level has increased from 5,860 to 6,000 (outdoor) & from 6,968 to 7,250 (indoor) d) Overall registered participation (all levels) has increased from 38,630 to 40,300	a) Registered participation at mini level has increased to 13,100 (outdoor) and 4,200 (indoor) b) Registered participation at youth level has increased to 6,500 (outdoor) and 4,000 (indoor) c) Registered participation at senior level has increased to 6,250 (outdoor) and 7,500 (indoor) d) Overall registered participation (all levels) has increased to 41,850
4) Build a cohesive high performance framework that assures the preparation of Saskatchewan's top youth soccer talent for higher soccer opportunities.	a) 60% of graduating High-Performance Stream athletes transition to competing within the CIS, CCAA, NCAA, NAIA or similar high performance environments. b) Three levels of Centre of Excellence have been developed and sanctioned province wide, with 7 Certification Level I, 5 Certification Level II and 3 Certification Level III Centres of Excellence c) A standards-based youth high performance competition structure has been introduced for all High-Performance Stream participants. d) 50% of High-Performance competition structure participants are training in year-round full-time High-Performance Centres of Excellence.	a) 75% of graduating High-Performance Stream athletes are competing within the CIS, CCAA, NCAA, NAIA or similar high performance environments. b) Three levels of Centre of Excellence have been developed and sanctioned province-wide, with 10 Certification Level I, 7 Certification Level II and 4 Certification Level III Centres of Excellence c) A standards-based youth high performance competition structure has evolved into two divisions for Training to Train and Training to Compete Stages. d) 75% of High-Performance competition structure participants are training in year-round full-time High-Performance Centres of Excellence.

PLATS

PLAYERS

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Create a quantified, numerical scale of completion for goals like this

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Performance Measures

- Identify what strategic goals do not have performance measures and associated KPIs

- Assign performance measures to strategic goals where they do not exist

- Establish KPIs on performance measures where they do not exist

- Develop scorecard through which to gather and report KPI framework

- Includes possibly weighting various strategic goals in terms of importance

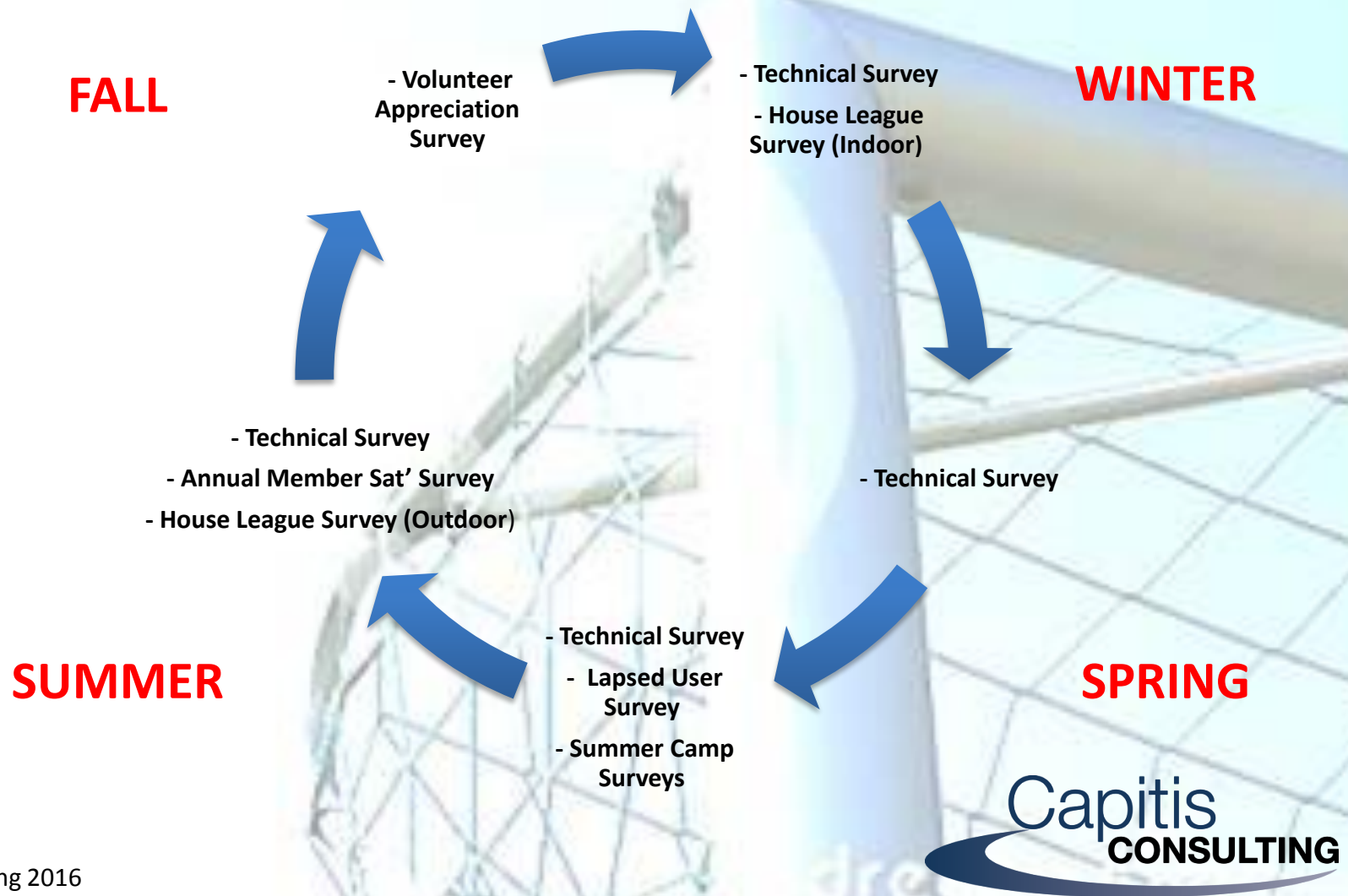- Establish data collection plan

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Data Collection

- A proper strategic plan with robust targets and goals mean a need for the information to populate its various performance measures

- To gather this, the organization must develop a strong organizational stethoscope

- <u>This commonly means:</u>
  - Structured surveying (of various respondent groups)
  - Tracking of player, coach and referee data
  - Financial data – revenue, cost, balance sheet
  - Tracking of program activity
    - eg. # courses delivered, member meetings, etc

- It will require dedicated staff resources in order to undertake it properly
  - Make sure a staff position (or positions) is clearly assigned to manage it
  - Your strategic plan is worthless without this information!

Oakville SC's Surveying Calendar

FALL

- Volunteer Appreciation Survey

WINTER

- Technical Survey
- House League Survey (Indoor)

- Technical Survey
- Annual Member Sat' Survey
- House League Survey (Outdoor)

- Technical Survey

SUMMER

- Technical Survey
- Lapsed User Survey
- Summer Camp Surveys

SPRING

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Executive Reporting

Executive Reporting

An Executive Report should primarily focus on:

- Execution of the annual Tactical Plan

- Financial reporting (at whatever intervals the Board deems necessary)

- Other business
  - Should not a narrative of operational matters in the organization!
  - Should be only matters that fall outside of the Tactical Plan (Strategic Plan) that the Board should be informed of. This is commonly:
    - Significant risk management matters (including crisis management)
    - Major contracts or capital expenditure that falls outside of the Executive Director's authority levels
    - Matters relating to policy development
    - Matters relating to the organization's AGM or SGMs that may be called

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Final Thought!

Member relations is key to the implementation of any Association's strategic plan!

The Challenges of a Governing Body

CONTROL

Setting & enforcing rules
Enforcing standards
Managing disputes
Approving new membership
Fulfilling non-member stakeholder requirements
Selecting players for higher opportunity
Being selective in development activities

Promoting the game
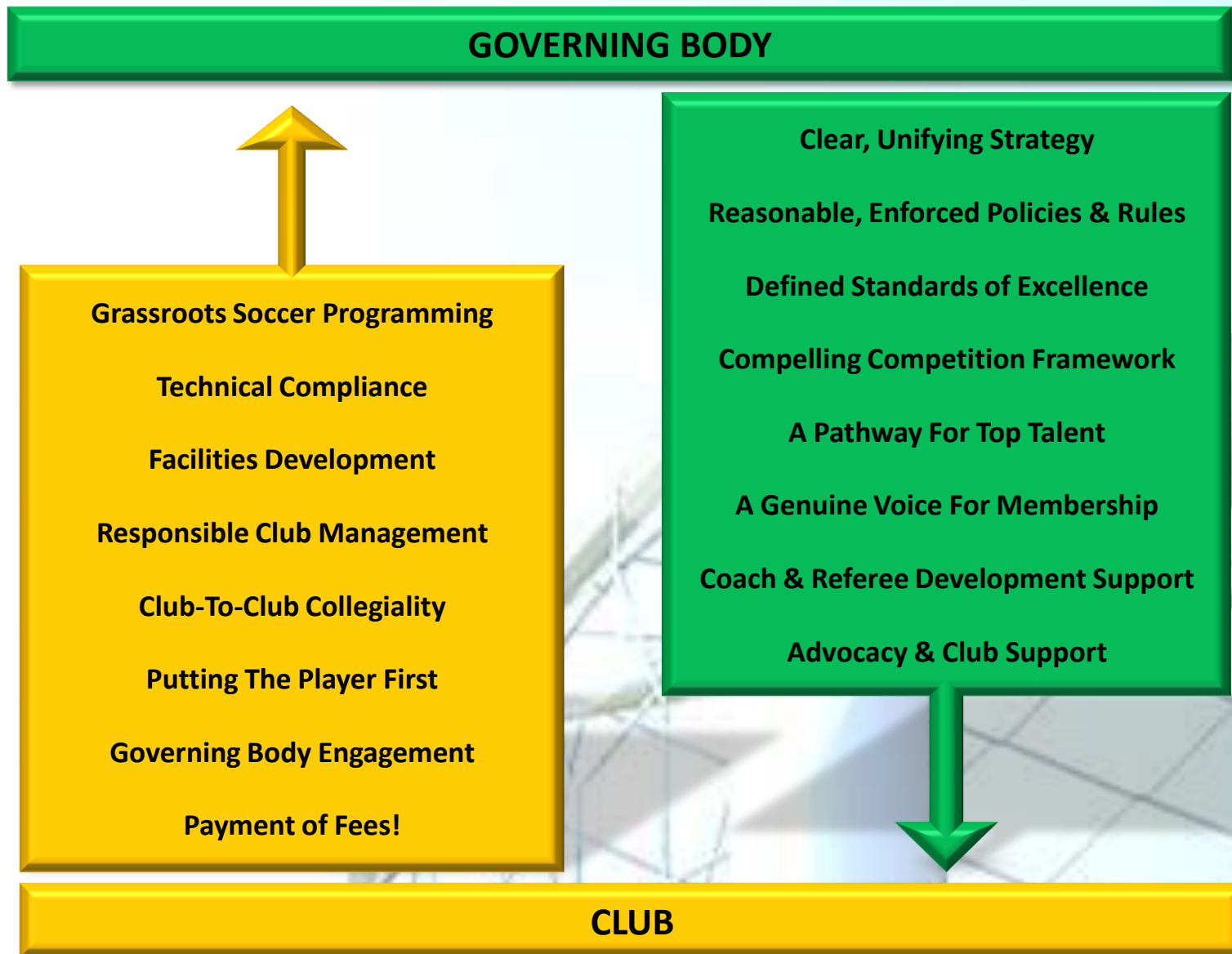Club development
Coach development
Referee development
Other volunteer development (eg. Boards)
Competition development
Facilities development

DIRECTION

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Questions & Discussion