

Best Practice Guide: Club Development and Management

Welcome to the first edition of Volleyball Alberta's Club Governance and Policy Manual. Volleyball Alberta has made a commitment to support and provide assistance and guidance for our Members. Our goal with this document is to provide Clubs and Club administrators with essential information in regards to Club governance and overall Club management and operating procedures.

We would like to recognize the generosity of Volleyball BC as they were kind enough to share their files and templates that we have adapted to our province. It is our goal that this manual continues to grow and continues to be relevant and useful for Clubs starting out and help existing Clubs become sustainable and stable moving forward. If you feel there are missing sections or you would like to contribute, please feel free to contact Volleyball Alberta.

There is a tendency to lose sight of the objective when one is inundated with policies, guidelines, best practices and documentation. Remind yourself that these are tools to assist and should not be more than the task requires. The larger and more formal the organization, the greater the need for formal guidelines, and based on the variety of Club sizes in Alberta, some Clubs may use this document more than others.

Club Sustainability is one of the biggest concerns for volleyball Clubs. This entire document can provide assistance with ensuring Club sustainability. There is not one solution to ensure Club sustainability, instead it is the result of planning for sustainability in all aspects of a Club, including the following areas:

- Coaches
- Volunteers
- Participants
- Funding
- Facilities
- Board Members

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1. Creating a Club: Vision, Mission Statement, and Values

1.1 Preamble

It is important that every Club determines its vision, mission statement, and core values. These will provide the Club with a sense of identity, outline goals, evaluate the Clubs ongoing direction, provide guidance when making decisions, and act as an important risk management strategy. Every Club will have unique statements as they will be based on their particular purpose and goals of the Club. Once created, it is essential to communicate these statements to help them align their efforts to fulfill the mission.

1.2 Who Should Create These Documents?

Creating a vision, mission statement and core values should be done with the input of Members, Board Directors, parents, coaches and alumni. A Club should review, evaluate, and if need be, modify any of these statements on a yearly basis to ensure that they are still accurate and relevant.

1.3 Creating a Vision

A vision is a compelling description of an ideal future state. There are no formal rules for visions, except that they are meant to describe what the organization wants to accomplish (the big picture). Organizations adopt visions that work for them – that inspire their Members, staff and supporters. Vision statements may describe how things would be different as a result of the organization's efforts, or how the organization wants to be perceived by others. Vision statements should be long-term in their orientation and inspirational in their wording.

Resource: 2010 Legacies Now- Risk Management guide for Community Sport Organizations
http://www.tribc.org/uploads/files/Risk_Management_Guide.pdf

All Examples below were found online on their respected websites.

- Coquitlam Ducks Volleyball Club Vision: To provide our athletes a culture that inspires, educates, and develops future leaders
- Volleyball Alberta's Vision: To be the Premier Volleyball Association in Canada.
- Winman Volleyball Club Vision: To continually promote both volleyball and personal excellence for each athlete and a lifelong love of the game in a caring, respectful and supportive environment. We believe volleyball is more than just a game; with WinMan it is a life experience.

1.4 Creating a Mission

A Mission is a concise description of an organizations key/fundamental purpose. It describes what the organization does every day in its effort to achieve its vision. Because a vision statement is often expressed as a dream or an ideal, the mission statement will usually be more practical. It is a contract for ethical behavior in which all Members of the Club are to follow.

A good mission is concise and precise, and is usually very enduring, meaning that it does not change over time. It answers the question, "why do we exist"? Keep in mind that without a clear mission, an organization has no reason for being!

A mission should outline the purpose of the Club in an easy to understand manner using proactive verbs to motivate Members and individuals associated with the Club. What your Club has as its Mission Statement is entirely an individual Club's decision.

Resource: 2010 Legacies Now- Risk Management guide for Community Sport Organizations
http://www.tribc.org/uploads/files/Risk_Management_Guide.pdf

The following examples are designed to give you a few examples of what your Club's Mission Statement could look like if you are struggling for ideas. Note: All examples below were found online on their respected websites.

- BCO Club Volleyball Mission: Our mission is to support North Shore athletes and coaches in their pursuit of excellence in volleyball.
- Canada West Volleyball Club Mission: To provide Calgary and area volleyball players with the opportunity to play at a high level, to learn from expert coaches and to train in North America's finest facility. Also, our mission is to develop the individual athlete and, in turn, improve the team as a whole. Each team will progress throughout the season and work towards a peak performance at the end of the season.
- Prince George Youth Volleyball Club Mission: To be an instructional and High Performance organization for youth volleyball players and coaches in the Prince George area who seek to promote personal and team development skills, while raising the level of awareness and competitive play in junior high, high school, and Club volleyball
- Volleyball Alberta's Mission: To provide services that create quality opportunities for the growth, development and enjoyment of volleyball in Alberta.

These statements are designed to give you some ideas in order to create your own mission statement that is unique to your Club and represents the values of its Members.

- 'To promote and provide Volleyball playing opportunities to individuals at all abilities and ages and to enhance the sporting experience of Club Members.' 'To enable all Members to actively participate in Volleyball in a safe, effective, child friendly environment.'
- 'The Club will foster the growth and development of Volleyball in (insert area/town etc.) providing learning opportunities in a safe, equitable and child friendly environment.'
- 'To provide a supportive environment in which people of all ages are provided with a quality volleyball learning experience that is fun, equitable, safe and child friendly.'
- '(Insert Club name) Volleyball Club is committed to the improvement of volleyball players, coaches and referees in the (insert town/area name) area. It is the goal for all participants to learn a love for the sport of volleyball, to develop as players who are fundamentally and technically sound, and to be able to play against the best competition both locally, regionally and nationally.'
- 'To provide Volleyball within (insert area) by providing an environment where all individuals can play volleyball recreationally and competitively whilst maintaining a safe, child friendly and equitable environment.'
- 'To provide opportunities for all players to reach their volleyball potential.'
- '(Insert Club name) are committed to providing the best possible environment for our volleyball players to reach their maximum playing potential through excellence in coaching and support.'

1.5 Creating Club Values

Values are the core beliefs that transcend specific situations, and that shape the way people behave and make decisions. Values describe what matters most to people, and within a Club context, they describe what the Club's ethical and cultural priorities are. Some people have described values as the glue that holds an organization together, uniting its people in a common purpose. When a Club's values are clearly communicated and widely shared, the organization will attract Members, volunteers and leaders that contribute effectively to that common purpose.

Resource: 2010 Legacies Now- Risk Management guide for Community Sport Organizations
http://www.tribc.org/uploads/files/Risk_Management_Guide.pdf

All Examples below were found online on their respected websites.

Volleyball Alberta's Values

- Accountability - We will be responsible as individuals and as a group for our actions, decisions and responsibilities in managing the affairs of Volleyball Alberta. "Do what is right...Do it now"
- Excellence - We deliver what we promise and add value beyond what is expected. "Exceed Expectations"
- Integrity - We treat people with respect, fairness, honesty, patience, understanding and trust. We are an equal opportunity employer and respect diversity. "Walk the Talk"
- Leadership - We will, through our passion and commitment to volleyball, lead the collective thoughts, ideas and needs of the volleyball community and steward the direction of volleyball in our province. "Provide support and direction"
- Participant Centered - Our focus is on our Membership, ensuring we strive to ensure their needs are met and their expectations are surpassed. "*Focus on the participants*"

Durham Attack Volleyball Club

- Respect fellow teammates, coaches, and Club, and support them to your utmost in your team endeavours.
- Embrace your role on the team, and execute that role to the best of your ability.
- Treat all opposing athletes, coaches, officials and spectators with respect.
- Exhibit the same standard of behavior when out in public, as you do on the court. Realize that when off the court you are a representative of Durham Attack.

Ottawa Fusion Volleyball Club

- Passion: we instill love for the sport that encourages volleyball for life
- Respect: we promote ethical behavior, fair play and respect for the game and all its participants
- Integrity: we act in a fair and consistent and transparent manner
- Dedication: we expect all Members to make a commitment to the Club and to its teams
- Excellence: We set, work towards, and achieve the highest standards

2. Constitution and Bylaws

An established written constitution sets down the general principles governing the Club, along with Bylaws that delineate specific rules of procedure. A constitution helps solidify the purpose and function of an organization, providing an overarching blueprint for its Members. Whether your Club is a registered non-profit society or not, a Club should have in place a constitution and by-laws. However if you are going to register your Club as a non-profit society, the Club must have a constitution and Bylaws as set out in the Society Act (RSBC 1996).

Note: several of the documents provided in this guide may overlap with what you include in your Club's constitution and Bylaws, or it will help create different sections within your Constitution and Bylaws.

2.1 Constitution

Your Club's constitution should clarify your Club's purpose, and give your Club an identity. Things to include in your Club Constitution Are:

1. Name of the Club

2. Affiliations of the Club such as Volleyball Alberta and Volleyball Canada (may be included in Bylaws)
3. Club objectives (typically a list of 3-5 objectives)
4. How the Club operates in relation to profits
5. Dissolution
 - i. What will happen with the assets when the Club ends
6. State what is alterable or not

2.2 Sample Constitution

Article 1. NAME

The name of this organization shall be _____ [legal name] _____, hereinafter referred to as __the Club [common name or acronym] _____. The headquarters of the Association shall be within the boundaries defined and approved by Volleyball Alberta.

Article 2. OBJECTIVES

The association shall have the following objectives:

- a) To promote, develop and administer the game of volleyball at the ___x___ level. [Choose level. i.e. Club or atomic level]
- b) To maintain Membership in good standing with Volleyball Alberta hereinafter referred to as VA, and adhere to the constitution, Bylaws, rules and regulations thereof.
- c) To represent and act on behalf of its Members and assist them to develop and effectively administer volleyball programs.
- d) To operate without purpose of pecuniary gain to any of its Members and any surplus of the association shall be used solely for the purpose of the association and the promotion of its objectives.

(State your own purpose or objectives)

Article 3. PROFITS

The association is to operate without purpose of gain or profit to its Members, and any profits or accretions to the association should be used in promoting its purposes. This provision is unalterable.

Article 4. DISSOLUTION

Upon dissolution of the association, the assets which remain after the payment of all charges and expenses which are properly incurred in winding up, shall be assigned and distributed to such organizations as may be involved in the game of volleyball, or to such charitable organization or organizations as may be determined by the Members of the association at the time of dissolution. Any assets that are a result of gaming within the Province of Alberta shall be returned to the Minister of Finance of the Province of Alberta. This provision is unalterable.

2.3 Bylaws

The constitution covers the fundamental principles, but does not prescribe specific procedures for operating your organization. Bylaws detail the procedures your group must follow to conduct business in an orderly manner. They provide further definition to the articles of the constitution and can be changed more easily as the needs of the organization change.

Bylaws must not contradict provisions in the constitution. They generally contain specific information on the following topics:

1. Interpretations and Definitions
2. Membership (selection requirements, resignations, expulsion, rights and duties)
3. Dues (amount and collection procedures, any special fees, when payable)
4. Duties of Officers (powers, responsibilities, specific job descriptions, procedures for filling unexpired terms of office, removal from office)
5. Executive Board (structure, composition, powers)
6. Committees (standing, special, how formed, chairpersons, meetings, powers, duties)
7. Order of Business (standard agenda for conducting meetings)
8. Parliamentary Authority (provisions for rules of order, generally Roberts Rules of Order)

9. Amendment Procedures (means of proposals, notice required, voting requirements)
10. Other specific policies and procedures unique to your organization necessary for its operation

2.4 Sample Bylaws

Below is a sample of what your Clubs Bylaws might include. Also note Club Bylaws may include different sections and policies as required. This bylaw closely resembles the requirements of what the Society Act requires of a non-profit society. This is only an example and changes may be needed according to your Club's needs.

Article 1: AFFILIATIONS

The Club shall be a Member of Volleyball Alberta and shall be subject to the published Bylaws, rules & regulations in declining order of authority of the following governing organizations:

1. Volleyball Canada
2. Volleyball Alberta

Article 2: INTERPRETATIONS

1. In these Bylaws, unless the context otherwise requires:
 - i) "Club" shall mean _____ [name of Club(s)];
 - ii) "Directors" shall mean the Directors of the _____ [insert name Club]
 - iii) "Active Member" shall mean a Club and/or individual, which becomes and remains an active Member in good standing in accordance with these Bylaws. An active Member shall have the right to vote as set out in these Bylaws;
 - iv) "Life Member" shall mean a person who becomes and remains a life Member in accordance with these Bylaws. A life Member shall have a voice but no vote at General Meetings of the Club;
 - v) "Registered Player" shall mean a person whose application for registration with the Club has been validated by the registrar for the current playing season;
 - vi) "Board" shall mean the Board of Directors of the Club;
 - vii) "Special Resolution" shall mean a resolution passed in a General Meeting or Annual General Meeting by a majority of not less than 75% of the votes cast as allowed under these Bylaws;
 - viii) "Ordinary Resolution" shall mean a resolution passed in a General Meeting or Annual General Meeting by a simple majority of the votes cast as allowed under these Bylaws.
- 2) Words importing the singular include the plural and vice versa, and words importing a male person include a female person, a corporation, and any other organization or Club, whether incorporated or unincorporated, as the context may require.

Article 3: MEMBERSHIP

- 1) The Members of the Club are the applicants for incorporation of the Club, and those Clubs and/or individuals who subsequently become Members, in accordance with these Bylaws and, in either case, have not ceased to be Members in good standing.
- 2) An individual may apply for Membership in the Club and upon acceptance by the Club becomes a Member.
- 3) Every Member must uphold the constitution and comply with these Bylaws.
- 4) There are two (2) classes of Membership (Active and Life):
Active Membership shall be open to the following individuals:
 - a) One parent or legal guardian of a minor aged player(s) duly registered with this Club.
- 5) Membership Fees
The annual Membership fees shall be set by the Board of Directors and ratified by the Membership at a General Meeting of the Club.
- 6) Approval of New Members
A Club and/or individual may be accepted into active Membership upon:
 - a) submitting an application to the Club showing good and sufficient need for such an application and other documentation as required by the Board of Directors

- b) obtaining the approval of the Club's Board of Directors
- 7) Membership Renewal
 - a) Membership shall cease at the end of each playing season (as defined by the Club)
 - b) Individual Membership shall only be renewed by completing the required registration documentation and the payment of any fees on an annual basis.
- 8) Rights of Active Members

Active Members shall be accorded the following rights:

 - a) To be governed in accordance with VA and the Club's published rules,
 - b) To participate in VA sanctioned competitions and tournaments,
 - c) To participate in VA sanctioned programs such as player, coach and referee development,
 - d) To participate in Club sanctioned programs,
 - e) To attend and vote, in accordance with the Bylaws, at all General Meetings called by the Club,
 - f) To participate in VA insurance plan
- 9) Discipline of a Member
 - a) A Member may be fined, placed on probation or performance bond, censured, suspended or expelled from Membership for cause after lodgement of a formal complaint that is substantiated at a hearing held in accordance with the Clubs published rules.
 - b) The Board of Directors may, with cause, immediately suspend a Member prior to a hearing for extraordinary circumstances.
 - c) A Member that is suspended loses all rights of Membership until the suspension has been completed.
- 10) Termination of Membership

Membership in the Club shall be deemed to have been terminated:

 - a) If the Member submits a signed letter of withdrawal to the Club
 - b) If the Member is expelled by the Club
 - c) If the Member fails to renew annual Membership in accordance with the Bylaws.
- 11) Members Not in Good Standing

The Board of Directors may declare a Member to be not in good standing who has failed to pay the current annual Membership fee, or any other subscription or debt due and owing by the Member to the Club or fails to comply with the requirements of these Bylaws. As long as the debt remains unpaid and/or non-compliance remains, the Member is not in good standing and loses all rights of Membership.

Article 4: BOARD OF DIRECTORS

- 1) The Club shall be governed by a Board of Directors which shall consist of ___#___ individuals.
 - a) These individuals shall hold the positions of:
 - i) President or Chair
 - ii) Vice- President or Vice Chair
 - iii) Treasurer
 - iv) Secretary
 - v) Director-At-Large [one or more positions]
 - b) A Director may hold more than one portfolio
 - c) A Director shall be nineteen (19) years of age or older and shall not be an undischarged bankrupt.
 - d) A Director shall serve for a term of ___ years or until his or her successor is elected or appointed.
- 2) A paid employee of the Club or any of its subordinate bodies may not hold a position on the Board of Directors of that Club.
- 3) After an initial Board of Directors has been elected, one half of the Directors should be elected on alternating years
- 4) Director Vacancy
 - a) A Director has the right to resign their position by submitting a signed letter of resignation to the Club.

- b) A vacancy on the Board of Directors, caused by the removal, resignation, incapacity or death, shall be filled by a majority vote of the Board of Directors. The successor Director shall hold their incumbent's position for the remainder of the term being filled or until the next AGM, whichever comes first.
- 5) Removal of Director. No Member of the Board of Directors shall be removed for arbitrary reasons but may be removed if:
- i) The Director is unable to perform the duties expected of the position due to, but not limited to, any of the following reasons:
 - a) if she/he becomes incapable of performing the business of the Club
 - b) if she/he is absent from two (2) or more meetings of the Board without satisfactory reason
 - c) if she/he is no longer domiciled in Alberta
 - d) if she/he becomes, or is discovered to be, an undischarged bankrupt; or
 - ii) The Director has compromised the integrity of the Club due to, but not limited to, any of the following reasons:
 - a) if she/he has been found guilty of an offence under the Harassment Policy of VA
 - b) if she/he has been found guilty of an offence involving violence under the Discipline Policy of VA
 - c) if she/he has failed to properly account for monies or other property belonging to the Club
 - d) if she/he has been found guilty of a criminal offence regardless of whether or not the offence directly affected the Club
 - e) if she/he has been found guilty of failing to act in accordance with the Conflict of Interest Policy of VA
 - iii) A Member of the Board of Directors may be suspended for good and sufficient cause provided:
 - a) The Director is given the opportunity to present evidence in their defense at a hearing of the Board;
 - b) All Directors including the Director under review are given a minimum of fourteen (14) days' notice of the hearing;
 - c) The decision must be a two-thirds (2/3's) majority vote of the Board of Directors present at the hearing.
- 7) Conflict of Interest and Standards of Conduct
The Directors shall adhere to the VA Conflict of Interest Policy.
- 8) Duties of Board of Directors
- a) The Board of Directors shall conduct the business of the Club during the periods between General Meetings of the Club and in accordance with the authority granted to it in the Bylaws of the Club.
 - b) The Board of Directors shall be responsible for the appointment and removal of appointments of all positions within the Club except for those positions elected by the Membership of the Club. This shall include the appointment of volunteer and paid positions within the Club's operations.
 - c) The Board of Directors may also revoke, for good and sufficient cause, any volunteer appointment providing that it has provided that volunteer the opportunity to give cause why such revocation should not take place.
- 9) Duties of Directors
- a) President [Chair]
The President shall preside at all General Meetings of the Club and of the Board of Directors. The President shall be ex officio a Member of all committees, except any nominations committee; shall appoint all chairs of standing and special committees subject to ratification by the Board; coordinate all duties of the Board, committees, staff; and shall be the spokesperson for the Club. The President has no authority to act unless directed to do so by the Board of Directors.

- b) Vice-President [Vice-Chair]
The Vice President shall act in the absence of the President and shall have other powers as assigned by the Board.
- c) Treasurer
The Treasurer shall ensure that full and accurate records are kept of the accounts of the Club; shall report to the Board of Directors at least once per quarter; and shall submit an Annual Financial Report [(including budget)] to the Annual General Meeting.
- d) Secretary
The Secretary shall keep a record of all minutes of the organization; keep on file all committee reports; notify officers and committee Members of their election or appointment; sign all certified copies of acts of the organization, unless otherwise specified in the Club's published rules; maintain record books in which the constitution, published rules and minutes are entered and to have the current record books available at each meeting; to send out to the Membership a notice of each General Meeting; to send out to the Board notice of each meeting; conduct the general correspondence of the organization that is not the proper function of another office or committee; prepare, prior to each meeting in consultation with the presiding officer, an order of business; and in the absence of the president and vice-president to preside until the immediate election or appointment of a new presiding officer.
- e) Other Director Positions
The duties of other Director Positions shall be determined by the Board of Directors.
- 10) Nominations and Elections
- a) Nominations for positions on the Board of Directors may be made by any Member at the Annual General Meeting.
 - b) Nominations and elections for open positions shall be held in the order of the positions listed in the Bylaws.
 - c) Election shall be by secret ballot, but in the event only one candidate is nominated, no vote is required and the nominated candidate shall be declared elected by acclamation.
 - a. All Directors shall be elected by a majority vote in the following order:
 - President [Chair]
 - Vice President [Vice Chair]
 - Treasurer
 - Secretary
 - Remaining Directors
- 11) Authority of President or Chair
- a) The President or Chair shall speak on behalf of the Club based on the direction of the Board Directors.
- 12) Only _ [#] _ Member from each Team may hold a position on the Board of Directors of a Club.

Article 5: MEETINGS

- 1) General Meetings
- a) An official notice of each meeting shall be given to all Members at least 14 days before the meeting is to be held, at such place, and at such date as the Board of Directors may determine.
Such notification shall be by:
 - Email
 - website notice
 - posting at office
 - any other method determined by the Members
 - b) A quorum shall be those present at a duly constituted General Meeting of the Club or a minimum of three (3) voting Members, whichever is the greater. Any question shall be decided by a majority of the votes unless otherwise required by these Bylaws.
 - c) In the event a quorum is not achieved at the General Meeting, the meeting will be adjourned for seventy-two (72) hours at which time it will be reconvened with those Members are present.

- d) The accidental omission of notice does not invalidate the proceedings of that meeting.
- 2) Annual General Meeting
- a) The Club shall hold its Annual General Meeting no later than _____enter date_____ of each year. The agenda of the Annual General Meeting shall include:
1. Roll Call
 2. Credentials Report
 3. Minutes of Previous Annual General Meeting
 4. President's (Chair's) Address
 5. Officers' Reports
 6. Treasurer's Report
 7. Auditor's Report + Appointment
 8. Other Reports + Unfinished Business
 9. Amendments to the By-Laws
 10. Roll Call
 11. Election of Officers and Directors + Any other Business
 12. Adjournment
- 3) Special General Meeting
- a) A Special General Meeting of the Club:
- i) May be called by the Board by its own motion, or
 - ii) shall be called by the Board upon receipt of a written request submitted to the Club by registered mail, hand delivery, fax or e-mail, signed by Members representing not less than ten per cent (10%) of the voting Membership, setting out the items of business to be conducted at the Special General Meeting
- b) The Special General Meeting shall be held within twenty-one (21) days of receipt of the written request from the Members.
- c) Only the business set out in the notice to the Special General Meeting shall be considered.
- 4) Voting at Annual General Meeting:
- Each adult player, as defined by the age of majority, shall have one (1) vote
- a) One parent or legal guardian of a minor aged player(s) shall have one (1) vote
 - b) No Member shall have more than one (1) vote
- 5) Board of Directors Meeting
- a) The Board of Directors shall meet at least four (4) times per year, upon fourteen (14) days' notice given by the President (Chair) and/or Secretary, at such place and time as the Board of Directors may determine.
- b) A majority of the Members of the Board of Directors shall form a quorum at all meetings of the Board. Questions arising at any meeting shall be decided by a majority of votes where each Director is entitled to cast one vote.

Article 6: COMMITTEES

The Membership at any General Meeting, or the Board of Directors at any meeting of the Board, may establish a standing committee or special committee to carry out specific business or programs of the Club.

Article 7: PROCEDURES GOVERNING MEETINGS

All meetings of the Club shall be conducted in person or via video/teleconferencing and in accordance with the most recently published Robert's Rules of Order except as may be otherwise stipulated in this Bylaw or other Rules and Regulations of the Club.

Article 8: BY-LAWS AND AMENDMENTS

- 1) Bylaw amendments may be proposed by the Board of Directors, or submitted by a Member to the Club in writing at least forty-five (45) days prior to a General Meeting of the Club; and approved by a seventy-five percent (75%) vote of the Membership voting in person at a meeting of the Club duly called for that purpose.
- 2) All Members entitled to vote shall be notified of the proposed Bylaw amendments referred to in subparagraph (1). Such notification shall be made a minimum of fourteen (14) days prior to the meeting called for that purpose.

Article 9: RULES AND REGULATIONS

- 1) The Club shall have Rules and Regulations for the operation and administration of the sport of volleyball within the Club.
- 2) Amendments to the Rules and Regulations may be made by a majority vote of the Board of Directors or the Members at a General Meeting. If the Rules and Regulations are amended by the Board of Directors the amendment shall be presented for ratification at the next Annual General Meeting or a Special General Meeting called for that purpose. If the amendment is not ratified, it is of no effect and the previous Rules and Regulations are then in effect.

Article 10: INDEMNITY

Members of the Board of Directors or other servants to the Club, their heirs, executors, administrators and estate and effects respectively shall be indemnified and saved harmless at all times by the Club against all costs, losses and expenses incurred by them respectively in or about the discharge of their respective duties, except such as happens from their own respective wilful neglect or default.

Article 11: FINANCE

- 1) The accounts of the Club shall: [Select ONE of the options below]:
 - a) Be audited annually by a Chartered Accountant* if the annual Gross Revenue is greater than \$30,000; or
 - b) Be reviewed at a minimum of every two years by an independent review committee consisting of not less than 3 persons.
- 2) The audit or the Financial Review shall be presented to the Annual General Meeting for adoption.
- 3) The Board of Directors, in conducting the business of the Club, may not borrow upon the credit of the Club without seeking the prior approval of the Membership.
- 4) The signing officers shall be a minimum of two (2) Directors.
- 5) The fiscal year of the Club shall end on _____. [insert date] d

Article 12: DISPUTE RESOLUTION

- 1) The Club shall maintain a Dispute Resolution process that is consistent with the published and approved policy of Volleyball Alberta.
- 3) The Dispute Resolution process shall not to be used for game discipline, which follows the normal discipline and appeals process.
- 4) The Club shall make available to any Member a copy of the Dispute Resolution process when requested.
- 5) The Member shall utilize all appeal and dispute resolution mechanism prior to civil litigation

Article 13: HARASSMENT AND PRIVACY POLICIES

- 1) The Club shall maintain Harassment and Privacy Policies that are consistent with the published and approved policies of Volleyball Alberta.
- 2) The Harassment and Privacy Policies shall apply to all employees, Directors, officers, volunteers, team officials, game officials, administrators, players, Members and registrants of the Club.
- 3) Harassment is defined as any comment, conduct, or gesture directed toward an individual or group of individuals which is insulting, intimidating, humiliating, malicious, degrading or offensive. It includes, but is not limited to, sexual harassment.
- 4) The Club shall make available to any Member a copy of the Harassment and Privacy Policy when requested.

Article 14: APPEALS

- 1) Any registrant or registered organization directly affected by a decision of the Club may appeal such decision.
- 2) The denial or termination of Membership in the Club may be appealed by a non-registered individual or organization.
- 3) A decision of the Club may be appealed to Volleyball Alberta. The appeal shall be conducted in accordance with Volleyball Alberta's published rules.
- 4) An individual shall not appeal a decision made by the Board of Directors regarding the appointment, non-appointment, re-appointment or revocation of an appointment of an individual

to any coach or administrator position within the Club's operations, except where the selection, appointment and revocation process outlined in the Rules & Regulations has not been followed.

- 5) An individual shall not appeal a decision made by the Club regarding a player's team assignment on any Club team.

Article 15: DEFINITIONS/TERMINOLOGY

Terminology used in this Bylaw shall have the same meaning as used by Volleyball Alberta in its letters patent, Bylaws and published rules.

3. Club Planning

A reality that many Clubs face is the uncertainty of who will 'run' the Club when the current President or Member leaves. Many Clubs are still young and have the founder of a Club as the current figurehead of the Club. A Club that is prepared for the departure of a Director or Executive is better positioned for future success and to continue its ability to provide ongoing services to its Members. Succession Planning is a best practice and fundamental for Club Sustainability and Club Risk Management.

3.1. What is Succession Planning?

Succession planning can be defined as a purposeful and systematic effort made by a Club to ensure leadership continuity, retain and develop knowledge and necessary skills for the future, and encourage individual Member growth and development.

3.1.1 Five Steps for Succession Planning and Management Guide

1. Identify Key Areas and Positions
 - Executives and Members need to play a primary role in identifying key areas and positions because they are linked to the operational activities and strategic objectives of the Club.
 - Identify all positions within the Club that are vital to the Clubs existence and the areas and roles they cover.
2. Identify Capabilities of Key Areas and positions
 - Identify the necessary skills and experience needed for each position
 - Identify experience and duties required
 - Identify personality, and judgment needed
 - Identify leadership skills required
3. Identify Interested Members and Assess Against Capabilities
 - Review all Members that may be interested in a position and assess their own skills and experience.
 - Identify gap between what the high-potential Members are able to do presently and what they must do in the leadership role
 - Create a development plan for each high-potential Member to prepare him or her for the leadership position
 - Be as transparent as possible when identifying interested Members
 - Interview and select Member for the new position
4. Develop and Implement Succession and Knowledge Transfer Plans
 - Mentoring or coaching from the past Member can help any transition in any position to get the newly acquired person accustomed to their new position
 - Providing formal training or courses may be necessary. For example, a new technical Director may need some courses to fully meet the requirements and capabilities of the position.
 - Manuals for each position can also be an effective way of easing a new appointed Member. They should provide a job description with duties and annual timelines, useful contacts, etc.
5. Evaluate the Effectiveness

- Things to think about
 - Time it took to find someone for a vacant position
 - The performance of the new Member
 - Number of complaints
 - Turnover rate
- Offer a Survey for Members to take or Board of Directors
- Make changes to the process based on evaluation for future positions

Resources:

- Treasury Board of Canada Secretariat: Succession planning and management guide
www.tbs-sct.gc.ca

3.2 Strategic + Future Planning

Strategic Club planning is a process of mapping out how a Club or association can successfully achieve their Club goals. It can help identify what needs to be developed, maintained and improved. When planning for your Clubs future and development, it is important to know the current status of your Club. A good way to review the current status of your Club is to conduct a SWOT Analysis (defining your strengths, weaknesses, opportunities and threats). Once you have finished, it is possible to determine where your Club is heading and the Club's future. Use this Tool/ Worksheet below to help plan the future of your Club.

Note: It is also important to review the Strategic plan of your Clubs governing body (Volleyball Alberta). As there should be clear linkages to the association's plan. As well as many strategies a governing body may have can affect your Club and potentially provide ways to increase resources for your Club, such as coach development or funding.

Resource:

- 10 Keys to Successful Strategic Planning for non-profit organizations:
http://www.tccgrp.com/pdfs/per_brief_tenkeys.pdf

FUTURE PLANNING WORKSHEET

MISSION

DEVELOPMENT AREAS (in alphabetic order) – which areas will be included in your planning?

Administration (organization & staff) development	Yes	No	Priority no:
Club development	Yes	No	Priority no:
Coach development	Yes	No	Priority no:
Communication	Yes	No	Priority no:
Competition development	Yes	No	Priority no:
Facilities & Equipment	Yes	No	Priority no.
Atomic & House League Development	Yes	No	Priority no:
Marketing (incl. sponsoring) & Media	Yes	No	Priority no:
Membership growth	Yes	No	Priority no:
Youth development	Yes	No	Priority no:
Other, name:			Priority no:

3 KEY AIMS OF THE CLUB OVER THE NEXT 2 YEARS

1.
2.
3.

ACTION PLANNING

ADMINISTRATION DEVELOPMENT (organization, staff & volunteers)

Aim	<input style="width: 100%;" type="text"/>
Measurable Targets	<ol style="list-style-type: none"> 1. 2. 3. 4. 5.

ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

CLUB DEVELOPMENT

Aim				
Measurable Targets	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 			

ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

COACH DEVELOPMENT

Aim				
Measurable Targets	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 			

ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

COMMUNICATION

Aim	
-----	--

Measurable Targets	1. 2. 3. 4. 5.
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ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

COMPETITION DEVELOPMENT

Aim	
-----	--

Measurable Targets	1. 2. 3. 4. 5.
--------------------	----------------------------

ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

FACILITIES & EQUIPMENT

Aim	
-----	--

Measurable Targets	1. 2. 3. 4. 5.			
ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

ATOMIC AND HOUSE LEAGUE DEVELOPMENT

Aim				
Measurable Targets	1. 2. 3. 4. 5.			
ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

MARKETING (incl. sponsoring) & MEDIA

Aim				
Measurable Targets	1. 2. 3. 4. 5.			
ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				

2.				
3.				
4.				
5.				
6.				
7.				

Evaluation:

MEMBERSHIP GROWTH

Aim

Measurable Targets

- 1.
- 2.
- 3.
- 4.
- 5.

ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE
1.				
2.				
3.				
4.				
5.				
6.				

Evaluation:

YOUTH DEVELOPMENT

Aim

Measurable Targets

- 1.
- 2.
- 3.
- 4.
- 5.

ACTION	BY WHO	BY WHEN	COSTS	FUNDING SOURCE

VOLLEYBALL ALBERTA SUPPORT

What VA support do you need to allow you to achieve your aims?

4. General Club Structure

Below are typical characteristics of Clubs and associations. Where does your Club fit?

Characteristics	Type 1: Unincorporated Club	Type 2: Smaller Not For-Profit Club	Type 3: Registered Not-for Profit Club
Legal status	Basic constitution, unincorporated, or small incorporated Club	Small incorporated Club	Medium to large incorporated Club
Workforce	Volunteer	Volunteer, paid administrators	Paid administrators
Club structure	Basic committee	Properly constituted Board of Directors Possibly with committee/sub committees	Board of Directors with management committee and with committee/sub committees
Management expertise	Volunteer only	Training encouraged/offered	Expertise sought/paid
Planning	Short term	Short – medium term	Long term
Membership	<50 players	<100	150+
Technical expertise/ Coaching	Unaccredited but recommended (required in VA events)	Accreditation encouraged and supported	Accreditation required
Range of activities	Narrow	Expanding	Broad
Assets	Basic Equipment only	More equipment, and possible storage location or training facility	Extensive equipment, training facility, offices

Simple

Complex

4.1 An Unincorporated Association

This is a common structure used by the vast majority of volleyball Clubs starting out. The Members come together and agree to establish the Club with its own rules and operating procedures. These are then set down in the Constitution and By-laws and Club Handbook.

This is the simplest form of Club structure, the easiest to run and operate, and the one that most Members will be familiar with. It's an "Association" because the Club does not have a separate and distinct legal identity. There may or may not be a formal Board of Directors, and it could be a group or one individual that begins this type of Club. For legal purposes, the Club is regarded as a voluntary coming-together of its Member's - literally, an association of Members.

An Unincorporated Association structure is most suitable for:

- The majority of small local Clubs starting out
- Clubs that provide services primarily for their own Members (rather than the general public)
- Clubs that are not engaged in high-risk activities where accidents are far more likely and potentially costly if negligence could be proved (example no extensive travel or tournament play)

- Clubs that are protected against third party liability and negligence through a standard insurance policy under the Provincial Sport Organization (Volleyball Alberta for example).

One consequence that you should be aware of with this type of structure is that – on the rare occasions that something does go seriously wrong - ALL the Members of the Association may be liable. So, if the Club goes bankrupt, all the Members could be liable for the debts, irrespective of their individual financial circumstances. Because this liability is unlimited, those with more wealth could be hit harder than those with relatively little money.

On the positive side, unincorporated associations are simple to set up and run. You Do not need to apply through the provincial government to become a non-profit and will only need to comply and register with your affiliated organization (Volleyball Alberta + Volleyball Canada). You create your own constitution and run your own affairs within these rules. With a constitution, you'll be able to open a bank account and organize your finances. If you want to borrow money, one of your Members will probably need to provide the lender with a personal guarantee or security for the loan.

Most Clubs are able to insure themselves against the more common risks and the Governing Body (Volleyball Alberta) is likely to offer an insurance scheme that you can join.

4.2 A Non-Profit Club/ Society

There are many benefits for incorporating your Club as a non-profit society, and it is highly recommended to register once your Club has been running for a few seasons. Some of the reasons and benefits of becoming a non-profit society are:

- The Club acquires the same powers as an individual would, and becomes a legal identity. This reduces a Clubs liability.
- The Club acquires independent existence.
- Allows a Club to access a wide variety of funds including both public and private grants such as Gaming Funds.
- Brings a Club more peace of mind. Members and Directors are generally protected from Personal Liability.

4.3 Governance Structure

Today, governance models are becoming more flexible, open, and egalitarian. There is more of an emphasis on collective responsibility, efficiency and transparency. There is no one right structure for Clubs. Generally basic volleyball Clubs will have an administrative governing Board, where the Board plays a more hands-on role in managing the organization with the support of committees and staff vs. a policy Board, where policies are developed and a Club hires an Executive Director or figurehead to implement the policies. However, Clubs may choose to have a blend of these two types.

Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector states that organizations governed by a Board should have at least three basic elements:

1. A Board capable of providing objective oversight.
2. An independent nominating committee to ensure the appropriate succession of the Board.
3. An audit committee, whose primary responsibility is to report whether the organization is in compliance with the laws, rules, regulations and contracts that govern it

The following are common types of Board models:

- **A Policy Board:** Sometimes referred to as Management-Team Board, this model is commonly used in non-profit organizations. Several committees help carry out the activities of the organization, and the relationship between the Board and staff is one of a partnership.
- **A Working Board:** Directors on this type of Board play a more hands-on role with some of the administrative functions of the organization such as public relations, financial management, program planning and personnel. It's not uncommon for these Boards to not have any staff.
- **A Collective Board:** Sometimes known as a cooperative or coalition, a Collective Board also carries out many administrative functions of the organization. These Boards are comprised of like-minded people that support a specific goal. Staff and Directors operate together as a single entity.

For more information on Types of Board models please visit:

<http://literacybasics.communityliteracyofontario.ca/Boardgov/structur/different1.htm>

4.3.1 Board of Directors Structure Sample

Club Board Structure		
Operational Committees	Board of Directors	Standing Committees
TBD	President	Nominating Committee
	Vice President	Fundraising Committee
	Treasurer	
	Secretary	
	Other Directors: (Volunteer coordinator)	
Paid Club Staff / Employees		
<ul style="list-style-type: none"> • Technical Coach • Administrator 		
Stakeholders and Club Members		

4.3.2 Policy Template of Board Functions

The Board of Directors are to advise, govern, oversee policy and direction, and provide strategic leadership and general promotion of _____ (Insert Club Name) so as to support the Clubs 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. The Board of Directors shall manage the business and affairs of the Association in accordance to the Constitution and By-Laws of _____ (Insert Club Name).

Members of the Board share the responsibilities described below while acting in the interest of _____ (Insert Club Name). 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.

4.3.3 Policy Template for Board Roles and Responsibilities:

1. Incorporate into, and model good governance practices and ethical standards in, daily activities
2. Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters
3. Ensure financial soundness and integrity through policies and behavior by requiring periodic financial and other external audits to ensure compliance with the law and with good practices
4. Manage risk through awareness of legal obligations and commitment to quality and safety. Ensure compliance with policies, laws and regulations.
5. Specify the delegation of the Directors and the Board and clearly identify Board and Management responsibilities
6. Evaluate and constantly improve the Board's performance as the governing Board, and set expectations for Board Members' involvement as volunteers.
7. Maintain and constantly improve all ongoing policies of the Board
8. 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.

4.3.4 Policy for Board Member Criteria

In nominating Members for the Board, the Nominations Committee shall be guided by the profiles of the respective job descriptions and duties of each position of the Board as outlined in the Constitution and By-laws.

Potential Directors should have one or more of the following skills:

- Accounting designation (CA, CMA, CGA)
- Legal designation (LL.B., JD)
- 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 within Volleyball Alberta and Canada.
- Sport organization experience at multiple levels (local, provincial, national and international)

4.3.5 Personal Qualities of Good Directors:

Below are some important qualities to look for in Directors representing your Club:

- Commitment and interest – They are available and invest the time to understand and support the organization. They are passionate about the organization's success.

- Objectivity and independent-mindedness – They form their own judgments and are not biased towards any particular interest or stakeholder.
- Integrity – They have personal integrity and insist that the organization behave ethically.
- Courage – They have the courage to ask tough questions and to voice their opinions.
- Perspective – They have broad knowledge and experience that they apply to discussions and decisions.
- Analytical – They have well-developed conceptual thinking and problem-solving skills, are quick studies, and can avoid “groupthink”.

In Reality

A practical reality is that in practice, many Clubs have difficulty identifying and attracting experienced individuals and recruiting the ideal Board. Directors may not have all the desired skills and knowledge. It is important to recognize gaps in the Board’s knowledge and skills and to remedy them through ongoing Director education and development or by consulting outside experts when necessary.

4.3.6 Policy on the Expectation of Board Members

Be sure to outline the expectation of your Clubs Board Members. Below is a template your Club may use:

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

1. Attend and participate in all Board and assigned Committee meetings; and attend special events as able.
2. Think in an integrative manner, building on different perspectives, being collaborative and open to change.
3. Possess good communication skills and to understand and relate to stakeholders (be sure to identify who your Stakeholder).
4. Understand _____ (Insert Club Name) finances, budget, financial and human resource needs.
5. Bring forward community concerns that can be addressed by _____ (Insert Club Name) mission, strategic plan, objectives and programs.
6. Participate on a committee of the Board and/or serve on a working group if appropriate.
7. Communicate and promote _____ (Insert Club Name) mission and programs to the community.
8. Understand the policies and procedures of _____ (Insert Club Name).
9. 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.

4.3.7 Directors Independence

When considering Board composition, governance committees should be mindful of relationships between Directors and the organization. Potential Directors who are passionate about the organization’s mission may already be involved as fundraisers, major donors, volunteers or clients. Such relationships are not necessarily a bar to joining the Board but could potentially compromise the Board’s ability to exercise independent judgment. Even the perception of partiality can damage

an organization's reputation. Relationships between Directors and the organization may also lead to conflicts of interest that could prevent Directors from fulfilling their duties.

Governance committees should ensure that a sufficient number of Directors are unrelated to the organization. Often called "Members at large," these Directors enhance the impartiality of the Board and may bring special outside skills and perspectives to the table.

In Reality

At the start of a Clubs existence, Directors independence may be a real challenge and may be impossible, however it should at least be known that ideally later in the existence there should be some Directors that are unrelated to the Club.

4.4 Positions on the Board of Directors

To become a registered Society a Club must have at least 3 Directors. The Club should identify each position and describe each job description and the nomination process.

Traditionally a Board of Directors is comprised of the following elected/ appointed Members:

- President (Chair Person)
- Vice President(s)
- Treasurer
- Secretary
- Directors

Some volleyball Clubs may not be suited to such a structure and should organize their Board to meet their needs, while understanding the necessity to be flexible in their approach for future growth of the Club.

In order for the Board to fulfill its duties, each Director should learn and execute the individual duties of his or her portfolio and be familiar with the responsibilities of the other Directors. The Board's implementation of its duties will result in efficient Club meetings allowing the Club to operate smoothly.

Below are further descriptions of each position and in the appendix are templates with the description of each Board position including the duties, roles, skills, and commitment needed.

4.4.1 President

The President is ultimately responsible for the Club. The role of the President is to oversee the running of the Club and its administration. This involves running Club meetings and ensuring effective management of the Board and its sub-committees.

In the eyes of the Members, the success of the Club is the President's responsibility. As a Club President, one must be prepared to devote a lot of time to the Club. The duty of the President is to stimulate the interest and activity of both the Board and Members on all occasions. The President is responsible for creating an image and conducting all the affairs of the Club in a judicious manner.

A perceptive President delegates tasks and places trust and confidence in the Board. If possible, there should always be a close liaison between the serving President and the immediate Past President. The successor should be appointed from within the Board as he/she will already have a working knowledge of the Board and the Club. A Vice-President can be groomed for such a role.

Club President Job Description Template

(Insert CLUB Name) PRESIDENT

ROLE DESCRIPTION

Responsible to co-ordinate and conduct the day-to-day business and affairs of (insert Club name) Volleyball Club with the framework of the Clubs Constitution and By-laws.

SKILLS/QUALITIES REQUIRED

- Ability to behave impartially at all times
- Approachable
- Ability to control meetings effectively
- Commitment to the Club and strong knowledge of the Club's governance and operational issues
- Strong managerial and leadership skills
- Ability to commit the required time and
- Excellent interpersonal skills.

MAIN DUTIES

- Assist with the strategic leadership of the Club and will be responsible for the general supervision and management of the affairs and operations of (Insert name) volleyball Club,
- To chair and control the meetings of the Annual and General Meetings of the Club, and be the official spokesperson of the Club
- Be familiar with the constitution of (insert Club name) Volleyball Club, the general rules for committee procedure, current affairs and business in hand
- Oversee decisions made by the Board and other personnel
- In conjunction with the secretary and treasurer present the annual report and accounts respectively
- Be in consultation with the secretary with regards to the content of the agenda and minutes of meetings
- To keep open communication channels with Members of the management committee and inform them of any instant decisions taken
- Perform such other duties as may from time to time be established by the Board.

COMMITMENT

To chair the AGM once a year, deal with any Club issues as and when they arise and attend Club management meetings.

4.4.2 Treasurer

The role of the Treasurer is to manage all the income and expenditures pertaining to the Club. It is advisable that the person filling this role has the adequate financial skills to fulfill this position. Without a well-supervised budget, a Club could easily find itself in financial difficulty.

A Treasurer is responsible for maintaining all records, and ensures dues are paid by all Members and the funds go toward the proper areas of the budget. They will also supply the Board with financial statements of the Club actions at every Annual General Meeting and as required from the Board.

Club Treasurer Job Description Template

(Insert CLUB Name) TREASURER

ROLE DESCRIPTION

To 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. The Treasurer will manage (insert Club name) Club's finances and maintain accurate financial records.

SKILLS/QUALITIES REQUIRED

- Must be honest, reliable and bondable
- Experience of producing accounts and budgets is desirable
- 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 Club 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.

MAIN DUTIES

- Responsible for all Club finances
- To produce an annual budget and monitor expenditure
- Be responsible for payment of any monies to and from the Club; providing receipts and keeping an up to date record of transactions
- To produce an end of year financial report for the AGM
- Regular report to the committee on the financial position of the Club or on the Board of Director's request.
- Shall have custody of all funds, securities, evidence of indebtedness and other valuable documents and shall deposit funds and securities in the name and to the credit of the Club in a bank.
- Shall retain an accurate account of all funds received and disbursed by the Club.

COMMITMENT: Attend AGM and have ongoing responsibility for Club accounts.

4.4.3 Administrator/ Secretary

The Club's Secretary controls the Club's administrative procedure. He/she is the main link between the Board and the Club's Members. Usually the Secretary is the first point of contact an outsider has with the volleyball Club. The efficiency of the Secretary's work will be evident from the success of the Club during his/her term of office. Before accepting the position, the Secretary should realize its many responsibilities.

Also note that Clubs may have an additional paid Club administrator to help oversee and manage the entire Club. Discussion and information on hiring an administrator can be found in the Guide to Hiring Club Personnel.

Club Secretary Job Description Template

(Insert CLUB Name) SECRETARY

ROLE DESCRIPTION

To receive and disseminate information effectively and ensure the smooth running of Club administration.

SKILLS/QUALITIES REQUIRED

- Strong written and verbal communication skills
- Good organizational skills
- Attention to detail
- Experience\knowledge of minute taking and administration skills are desirable
- Knowledge of Club By-Laws and Constitution

MAIN DUTIES

- To liaise with the Club chairperson with regards to agenda content.
- To take meeting minutes and distribute copies to committee Members, and ensure the records are properly kept.
- To be the main contact for the Club.
- To deal with the day to day running of the Club.
- To prepare and distribute all general correspondence and notices on behalf of the association, including sending out notices of meetings and keeping Members at-large informed of the activities of the Club.
- To respond to any correspondence as appropriate.
- To pass on any information received to relevant parties/persons.
- Responsible for ensuring the Association meets all legal requirements for record keeping by ensuring that all official documents and records of the Association are properly kept. Records should be kept for at least 7 years.
- To perform such other duties as may from time to time be established by the Board

COMMITMENT

Attend the AGM and any other meetings, deal with any other arising Club issues

4.4.4 Vice-President(s)

In many instances, it is assumed that the Vice-President will become Club President. Thus it is the requirement of the Vice-President to become acquainted with all Club activities and the duties of the

President in order to prepare for a term in office. Vice-Presidents also have their own portfolios. It may be to oversee other Board Members or special projects/event management, or recruitment etc.

Club Vice President Job Description Template

(Insert CLUB Name) Vice President

ROLE DESCRIPTION

To provide assistance to the President and Members of the Club and shall act as President in his/her absence.

SKILLS/QUALITIES REQUIRED

- Good communication skills
- Good organizational skills
- The ability to be concise
- Supportive of the President
- Develop leadership skills
- Effective decision-making
- Understand and knowledge of the Clubs Constitution and Bylaws

MAIN DUTIES

- In the absence of the President, chairing meetings and representing the Club whenever such occasion arises.
- Liaising between the President and certain committees.
- Fulfilling the requirements of the portfolio/duties assigned.
- Assisting and advising other Board Members on their portfolios.

COMMITMENT

Attend the AGM and any other meetings, and act as President in his/her absence.

4.4.5 Immediate Past President

The Past President can be a valuable asset to the Club's administration. He/she has a great understanding of the Club and its operations, based on his/her previous term in office. He/she may have valuable advice to offer the new President and the Board; however, it is up to the current Board to institute what they believe is best for the Club, even if this differs from the advice of the Past President.

The Past President can assist the President with meeting procedures and provide history on relevant Club issues. The Board may welcome advice on the Club program and the target goals outlined in the Club's strategic plans. This can be useful in preventing pitfalls or the reinvention of the wheel.

Example of Past President Position Description:

The immediate Past President shall perform the duties and carry out the responsibilities allocated or set by the President both actively, if required by the President and in an advisory capacity when requested by the President, or any Board of Director or Club Representative for a period of one year.

4.4.6 Other Director Roles (Directors at Large)

The President, Secretary and Treasurer are the 3 most important roles within a Club. Depending on the size of the volleyball Club, you may wish to incorporate other Members or Directors at large in order to assist with other functions and assign a specific portfolio. Many of these responsibilities may be able to be undertaken by 1 Board Member by merging the duties, however beware that taking up too many responsibilities may lead to incomplete tasks and potential burnout.

Other Directors/roles that you may want to include are:

- Technical Director/ Coach
 - Enhance player and coach development throughout all age groups of the Club.
 - Responsible for obtaining, training and supervising all coaches in the Club.
 - Arrange and/or provide clinics and training programs where needed and disseminate information when appropriate to assist coaches.
 - Recruit and provide guidance for younger coaches to continue to grow as a coach for the Club.
 - Organize and participate in-group coaching meetings.
- Developmental Coordinator
 - Responsible for organizing House Leagues, Skills Camps, and Atomic Volleyball Programs within the Club for youth development.
- Beach Volleyball Director
 - To develop and oversee a Beach Volleyball Program within the Club.
 - To allow for further development of youth within the sport of volleyball and provide an opportunity to experience and play a new style of volleyball.
- Operations/Facilities/Gym/ Transportation Coordinator
 - To organize and enforce transportation policies developed by the Club.
 - Organize gym facilities and rentals for the Club.
- Strength and Conditioning Coach/Coordinator
 - Develops strength and exercise programs for all athletes within the Club.
- Risk Management Officer
 - Will administer the Criminal Record Search system for coaches and other volunteers and send to VA annually as stated in the Clubs Risk Management Policy.
 - Enforce other risk management policies that are adopted by the Club.
- Volunteer Coordinator
 - Organize, recruit and manage Club volunteers for the many different positions within the Club.
- Team Manager and Fundraising Coordinator
 - Responsible for recruiting and organizing and ensuring each team has a designated team manager to fulfill the day-to-day duties of each team.
 - May be responsible for application for Gaming Funds and any other Club fundraising.
- Uniforms/apparel and Equipment Coordinator
 - Responsible for organizing and purchasing Club apparel, as well as ordering, distributing, and maintaining Club jerseys.
- Registrar
 - Responsible with registration, and organizing tryouts.
- Web Master
 - To update and provide online service and communication to Club Members through Club website and/or social media.

Volunteer Coordinator Job Description Template

(Insert CLUB Name) Volunteer Coordinator

ROLE DESCRIPTION

The Volunteer Coordinator is responsible for providing a link between the Board and the Club's volunteers, and organizing and recruiting the necessary number of volunteers for the Club.

SKILLS/QUALITIES REQUIRED

- Enthusiasm and ability to support volunteers in their roles.
- Good communication and personnel relations skills.
- Able to work with others to resolve areas of potential conflict.
- Ability to work as part of a team.
- Efficiency and organizational skills.
- Able to work with the Board and develop procedures and timelines for achieving tasks and goals.
- Basic computer skills.

MAIN DUTIES

- Co-ordinate all volunteer opportunities within the Club including job roles.
- In conjunction with the Board and relevant personnel, develop a policy on volunteering in the organization (if not already in place).
- Ensure that induction and training programs are developed and put in place for all volunteers.
- Identify the number of volunteer positions needed for the upcoming season.
- Recruit, select and appoint volunteers to roles that suit them.
- Develop and implement volunteer rosters for each team.
- Develop, implement and review reward and recognition processes and programs.
- Develop and maintain good communication channels between the volunteers and the Board.
- Develop communication with all volunteers in order to:
 - Identify potential issues ahead of time
 - Receive feedback on opportunities identified by the volunteer
 - To support them in their role
- Submit regular reports to the Executive.
- Ensure volunteers are reimbursed for out of pocket expenses in accordance with Executive.
- Co-ordinate the implementation of the Volunteer Management Plan.

COMMITMENT

- Attendance at Board meetings as necessary.
- Flexibility to work with other volunteers in co-ordination roles (e.g. team managers, coaches etc.), to assist with recruiting, putting together position descriptions, training/induction programs and retention of volunteers.
- A time commitment of up to 10 hours a month is expected, however this may increase slightly during the preseason or in the lead up to special events, which require a lot of volunteers.

4.5. Recruitment

Board recruiting is an ongoing challenge. The effectiveness of the Board has a major impact on the functioning and sustainability of the organization. Directors must collectively have the knowledge, skills and experience necessary to oversee and advise the management of the organization. Directors must work well together, but there should be a creative and healthy tension that comes from the constructive interaction of people with different backgrounds.

A Nominating Committee is often used to identify prospective Board Members, and to screen these prospects as nominees for the Membership to consider.

The Nominating Committee:

- Is appointed by the Board
- Includes several Board Members, as well as other Members of the organization
- Is often chaired by a past Board Chair who has a good understanding of the organization.

The role of the Nominating Committee may be simply to find willing and able prospective Board Members to fill Board vacancies. See More on Nominating Committees in Section 7.1.

4.5.1 Appointing or Electing

Applicable legislation and the organization's constituting documents (articles of incorporation, by-laws, constitution, etc.) set out the requirements regarding the composition and selection of the Board of Directors. The two primary methods for selecting Directors are appointment and election. These may be used individually or in combination.

- Appointments are generally made by the Board Members, and allow them to appoint Members that end up being a self-regulating Club.
- Elections may be made by the Members of an organization at the AGM.

Boards should communicate their expectations regarding qualifications and competencies to the appointing body.

4.5.2 Board Size

The size of the Board is related to its effectiveness. The Board should have enough Members to reflect the size and scope of the organization, meet the needs of committee work, and provide a healthy diversity of views and experience. However, it may be hard for very large Boards to conduct effective debates. The Board should be small enough to encourage discussion and facilitate collective decision-making, but not so small that it becomes difficult to achieve a quorum or fulfill Board obligations. Remember under the Society Act RSBC 1996 you must have a minimum of 5 Directors on the Board.

4.5.3 Where to Find Directors

Identifying qualified individuals who are willing to volunteer their time to serve on an organization's Board takes time, careful thought, planning, and creativity. Clubs may use one or more of the following approaches:

- Members and volunteers - Organizations with active Membership and volunteer programs may identify and encourage individuals who demonstrate the skills and commitment to be an effective Director.
- Contacts - Organizations may reach out to contacts of Board Members and senior staff as potential Directors.
- Referral Agencies - There are a number of organizations that can link not-for-profit organizations with individuals willing to serve as Directors. These may include volunteer agencies, specialized Director matching services and professional associations.
- Advertising - This may be done by placing advertisements in news media (written or online) or by including application information on the organization's web site.

5. Board Meetings

5.1 Annual General Meeting (AGM)

The AGM is one of the most important meetings that a Club is involved in. It is usually written into the constitution that such a meeting must occur. It takes on a more formal approach than the other meetings. These meetings are open to all Members of the Club. This is where voting for new Board Members occurs and motions are passed.

Annual reports and financial statements are presented including reporting on the activities that the Club has undertaken during the year. Only matters that have been mentioned on the Agenda can be discussed. It is suggested that at least a month's notice is given informing the Members of the meeting and the motions to be discussed. In some instances, a Special General Meeting is called to discuss an urgent matter - the specifications for such a meeting are usually found in the Club's constitution.

The AGM is important, as it is where the Club Members are able to vote on motions proposed by the Board and also vote in new Board Members who they believe have the Club's best interest in mind. However, it is often difficult to get Members to attend AGMs, and typically participation is poor. Thus you may want to entice Members by informing them that food and refreshments will be served, or arrange the AGM so that it follows a Club training session or precedes an award ceremony. By combining the AGM with another more attractive event, it may result in higher Membership participation.

It is required under the Society Act that

- An AGM be held within 15 months of incorporating the society, and then must be held once in every calendar year not more than 15 months from the previous meeting
- A society must give at least 14 days' written notice of a General Meeting to its Members
- A quorum is 3 persons unless your Club Bylaws states a different number.
- After the AGM the society must file with the registrar an annual report in the form established by the registrar.

Club Volleyball AGM Policy Sample

- i. The Annual General Meeting (AGM) shall be held before ___Enter Date___ of each year and notice of the AGM must be published on the Club Website and also communicated to the current years' Membership, at the last known email address held by the Club, at least 15 days in advance of the meeting date providing location and time of said meeting.

- ii. At all General Meetings of the Club, including the annual general and special General Meetings, Members in good standing shall constitute a quorum (___ (30) % Members in good standing) for the transaction of business provided the quorum present.
- iii. In the event that an Annual General Meeting or Special General Meeting fails to achieve quorum 10 minutes after the set start time; the meeting may be reconvened and those in attendance shall constitute a quorum.
- iv. Any Member in good standing over the age of 19 shall have the right to vote at the Annual General Meeting (AGM), or at a Special General Meeting (SGM), of the society. Such votes must be made in person and not by proxy or otherwise. Each Member is entitled to one vote. Where more than one family Member is represented, the family shall have one vote.
- v. Special General Meetings of the Club may be called by the President at his or her discretion, by special resolution of 3/4 of all the Members of the Board of Directors, or may be requested by active Members of the Club, such a request to be in writing and directed to the President. In either event, the date, place, and purpose of such meeting shall be posted on the Club website and emails sent out to parent representatives. In such event, however, only the matters set forth in the notice for the Special General Meeting may be addressed at said meeting.
- vi. At all general or special General Meetings of the Club, attendees must sign-in and have their affiliation and Membership in good standing confirmed by the Secretary or Treasurer to determine their eligibility to vote.

Source: Lethbridge Volleyball Club <http://lethbridgevolleyballclub.com/LVC/wp-content/uploads/2012/11/LVC-Bylaws-Feb-20-2012-approved.pdf>

5.2 Board of Directors Meetings Policy

- i. The Board of Directors shall meet as often as deemed necessary to carry on efficiently the business of the Club. Notice of such meetings to be valid if provided by electronic mail to the address provided to the Board by each Director.
- ii. At all Board of Directors meetings 50% plus one Board Member of the Club shall constitute a quorum for the transaction of business, providing that either the President or Vice President is present.
- iii. Each Board Member shall be entitled to one (1) vote at a meeting of the Club.
- iv. A Special Directors Meeting (SDM) may be called by the president at his or her discretion by written notification or email to the last known address or email address given by each Board Member, provided that such notification shall be given at least twenty-four (24) hours before the proposed Special Directors Meeting.

5.3 Board Meeting and AGM Process Policy – Roberts Rule

Robert's Rules of Order is the standard for facilitating discussions and group decision-making. Copies of the rules are available at most bookstores. Although they may seem long and involved, having an agreed-upon set of rules makes meetings run easier. Robert's Rules will help your group have better meetings, not make them more difficult. Your group is free to modify them or find another suitable process that encourages fairness and participation, unless the Bylaws state otherwise.

The basic elements of Robert's Rules, used by most organizations and Clubs are:

1. Motion: To introduce a new piece of business or propose a decision or action, a motion must be made by a group Member ("I move that..."). A second motion must then also be made (raise your hand and say, "I second it."). After limited discussion the group then votes

- on the motion. A majority vote is required for the motion to pass (or quorum as specified in your Bylaws.)
2. Postpone Indefinitely: This tactic is used to kill a motion. When passed, the motion cannot be reintroduced at that meeting. It may be brought up again at a later date. This is made as a motion ("I move to postpone indefinitely..."). A second is required. A majority vote is required to postpone the motion under consideration.
 3. Amend: This is the process used to change a motion under consideration. Perhaps you like the idea proposed but not exactly as offered. Raise your hand and make the following motion: "I move to amend the motion on the floor." This also requires a second. After the motion to amend is seconded, a majority vote is needed to decide whether the amendment is accepted. Then a vote is taken on the amended motion. In some organizations, a "friendly amendment" is made. If the person who made the original motion agrees with the suggested changes, the amended motion may be voted on without a separate vote to approve the amendment.
 4. Commit: This is used to place a motion in committee. It requires a second. A majority vote must rule to carry it. At the next meeting the committee is required to prepare a report on the motion committed. If an appropriate committee exists, the motion goes to that committee. If not, a new committee is established.
 5. Question: To end a debate immediately, the question is called (say "I call the question") and needs a second. A vote is held immediately (no further discussion is allowed). A two-thirds vote is required for passage. If it is passed, the motion on the floor is voted on immediately.
 6. Table: To table a discussion is to lay aside the business at hand in such a manner that it will be considered later in the meeting or at another time ("I make a motion to table this discussion until the next meeting. In the meantime, we will get more information so we can better discuss the issue.") A second is needed and a majority vote required to table the item being discussed.
 7. Adjourn: A motion is made to end the meeting. A second motion is required. A majority vote is then required for the meeting to be adjourned (ended).

Note: If more than one motion is proposed, the most recent takes precedence over the ones preceding it. For example, if #6, a motion to table the discussion, is proposed, it must be voted on before #3, a motion to amend, can be decided.

In a smaller meeting, like a committee or Board meeting, generally only four motions are used:

- To introduce (motion.)
- To change a motion (amend.)
- To adopt (accept a report without discussion.)
- To adjourn (end the meeting.)

* Remember, these processes are designed to ensure that everyone has a chance to participate and to share ideas in an orderly manner. Parliamentary procedure should not be used to prevent discussion of important issues.

PROCESS DURING THE MEETING

1. TO INTRODUCE A MOTION: Stand when no one else has the floor. Address the Chair by the proper title. Wait until the chair recognizes you.

- Now that you have the floor and can proceed with your motion say "I move that...", state your motion clearly and sit down.

- Another Member may second your motion. A second merely implies that the seconder agrees that the motion should come before the assembly and not that he/she is in favor of the motion.
- If there is no second, the Chair says, "The motion is not before you at this time." The motion is not lost, as there has been no vote taken.
- If there is a second, the Chair states the question by saying "It has been moved and seconded that ... (state the motion) . . ., is there any discussion?"

2. DEBATE OR DISCUSSING THE MOTION:

- The Member who made the motion is entitled to speak first.
- Every Member has the right to speak in debate.
- The Chair should alternate between those "for" the motion and those "against" the motion.
- The discussion should be related to the pending motion.
- Avoid using a person's name in debate.
- All questions should be directed to the Chair.
- Unless there is a special rule providing otherwise, a Member is limited to speak once to a motion.
- Asking a question or a brief suggestion is not counted in debate.
- A person may speak a second time in debate with the assembly's permission.

3. VOTING ON A MOTION:

- Before a vote is taken, the Chair puts the question by saying "Those in favor of the motion that ... (repeat the motion) ... say "Aye." Those opposed say "No." Wait, then say "The motion is carried," or "The motion is lost."
- Some motions require a 2/3 vote. A 2/3 vote is obtained by standing
- If a Member is in doubt about the vote, he may call out "division." A division is a demand for a standing vote.
- A majority vote is more than half of the votes cast by persons legally entitled to vote.
- A 2/3 vote means at least 2/3 of the votes cast by persons legally entitled to vote.
- A tie vote is a lost vote, since it is not a majority.

Source:

http://www.afsc.noaa.gov/education/Activities/PDFs/SBSS_Lesson6_roberts_rules_of_order.pdf

5.4 Template of Code of Conduct/Ethics of Board Members

Code of Ethics for _____ (Insert Club Name) 's Board of Directors

Statement of Commitment

I, _____ understand that as a Board Member/ Director of _____ (Insert Club Name), I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the Club, and will act responsibly and prudently as its steward. My behavior as a Board Member will be consistent with the values and mission of _____ (Insert Club Name).

Therefore, as a Board Member/Director of _____ (Insert Club Name), I acknowledge and commit that I will observe a high standard of ethics and conduct as I devote my best efforts, skills and resources in the interest of organization name and its Members. I will perform

my duties as Board Member/Director in such a manner that Members' confidence and trust in the integrity, objectivity and impartiality of organization name are conserved and enhanced. To do otherwise would be a breach of the trust, which the Membership has bestowed upon me.

General Guidelines

1. I will always hold the betterment of the Membership of the organization as my priority, including during all participation in discussions and voting matters.
2. I will work in good faith with staff, volunteers, and other Board Members as partners towards achievement of our goals.
3. I will attend Board meetings, any committee meetings and special events as needed.
4. I will contribute to the Board of Directors with any suggestions of ways to improve the organization's policies, standards, practices or ethics.
5. I will participate and take responsibility for making decisions on issues, policies and other Board matters.
6. I will act in the best interest of the organization, and excuse myself from any discussion where I have a conflict of interest, whether real, potential, or perceived.
7. If the Board decides at any time during a meeting that I have a conflict, I will accept their request and refrain from participating in the discussion and will leave the meeting at the Board's request. I understand that the Board's decision will be recorded in the minutes, either with or without the reasons for the decision being also recorded.

Privacy and Information

8. I will not knowingly take advantage of or benefit from information that is obtained in the course of my official duties and responsibilities as a Board Member, and that is not generally available to Membership.
9. I will protect the organizations information closely and will not release or share confidential information without the permission, preferably in writing, of the person who provided it.
10. I will maintain confidentiality of all information which the Board deems ought to be kept confidential.

Resources

11. I will be mindful of resources that are in my trust on behalf of the Club.
12. I expect to be reimbursed for legitimate expenses incurred by myself for the sake of the organization. I will keep all such expenses reasonable and justifiable and will discuss expenses which may be in question with the organization's President.

Representing the Organization

13. As a Board Member, I understand I represent the organization informally and formally to other Clubs, organizations and business representatives. I recognize that it is important I represent the organization in a way as to leave others with a positive impression of the organization.
14. I will preserve and enhance the good reputation of the organization and will avoid behavior that might damage its image.

Interpretation & Enforcement

15. The President of the organization shall ensure that the practice of this policy will be fair, just, and equitable in all situations of interpretation and application.
16. The President is ultimately responsible for immediate interpretation, application, and enforcement of the Board Members' code of ethics policy. All complaints concerning a possible code of ethics violation shall be made in writing to or by the President with a copy provided to the complainant.
17. The President shall make an initial determination of the issue and shall attempt initial resolution of the problem with the complainer and the complainant.

I have read and I accept (Insert Club Name)'s Code of Ethics for Board Members.

_____ Date

_____ Board Member/ Director Signature

5.5 Sample/Template of AGM Agenda

(Insert Club Name) Volleyball Club Board Meeting

Insert Location

Insert Time and Date

1. Call to Order and a Welcome to the Meeting (Include any introductions)
2. Counting and declaration of quorum
3. Previous meeting minutes – business arising from the minutes
4. Motion to accept the minutes from previous meeting
5. Reports:
 - President's report
 - Secretary's report
 - Treasurer's report
 - Approval of audited financial statements
 - Committee Reports
 - Make these written and distribute to Members
 - In order of need for discussion
 - Fundraising, or volunteer coordinator report
6. Election of New Directors, with a report of the Nominating Committee
7. Club results and news
8. Special announcements or events
 - a. Volunteer and departing Directors recognition
 - b. Guest speaker
9. New Business.
 - a. Changes to By-laws
10. Next meeting date
11. Adjournment & Refreshments

5.6 Sample/Template of AGM Minutes

Minutes of the _____ (Insert Club Name) Volleyball Club Board Meeting
Held at (place) on (date & time)

List of those present at the meeting and apologies

1. Minutes of the last meeting were read and adopted as read on a motion by (name) seconded by (name)
2. Business Arising from the Minutes
3. Correspondence

4. Reports
 - a. President: reported on a regional meeting attended last week. New Club was asking to be admitted to the league. It was decided they should be entered in 2nd Division.
 - b. Secretary: nothing to report
 - c. Treasurer: Budget: Treasurer gave a comparative statement of actual receipts and expenditures with budgeted amounts for the year to date, which showed the Club operating within its estimates.
 - d. Fundraising Committee: concession stand raised \$550 at the Regional Super Series last weekend. Thank you letters need to be sent to volunteers - Action: Linda
5. Club results – U16 Girls: 1st place in Provincials and 2 top 3 finishes in super series, U16 Boys: 2nd in Provincials, attended 4 tournaments in the season, U18 Girls 3rd @ Nationals with 6 players signed with universities or colleges
6. Special announcements – New rule change to be announced for next season
7. New Business arising
8. Next Meeting (date)
9. Meeting adjourned on a motion by (name) seconded by (name)

5.7 Create a Board Orientation Manual

A Board Manual provides information included in this document along with the following information below, to provide a manual for new Board Members and for Members to view the different roles and policies of the Board.

Contents of a Board Orientation Manual:

1. Table of Contents: The contents of a Board manual will vary with the model of Board governance/style of operations
 - a. Contents of manual
 - b. All pages should be numbered and dated
2. Mission Statement
 - a. Include information about the organization's values and beliefs
3. History/Background
 - a. Fact sheet
 - b. Organization's history
 - c. Minutes and annual report/audit of the previous year
 - d. Pocket containing brochures/other promotional materials
4. Board Structure/Operations
 - a. Meeting and special event information for current year (days, dates, location)
 - b. Board and committee structure chart
 - c. Board agenda format
Board Member job description
5. Bylaws
 - a. Constitution
 - b. Bylaws
6. Policy Manual
 - a. Framework policies and long-term strategies
 - b. Board self-governance policies
 - c. Operational policies
 - d. Advocacy policies
7. Financial Summary
 - a. Annual budget
 - b. Annual audit

- c. Investments
 - d. Insurance
 - e. Fiscal calendar
 - f. Summary of funding sources
8. Board Committees
- a. For each committee include:
 - i. Committee terms of reference
 - ii. Committee year-end reports, goals and objectives for current year
9. Board List
- a. Name, position, length of service
 - b. Addresses and phone numbers
 - c. Biographies

6. Committees

Clubs may wish to create committees to get different governance work completed. Appropriate structure and use of Board committees can enhance the efficiency and effectiveness of the Board.

Committees can be useful for studying an issue in order to make recommendations, taking on a project or organizing an event. Committees are a valuable mechanism for involving people, sharing the work, ensuring that different perspectives are incorporated and cultivating volunteer leaders.

However, committee meetings on top of Board meetings may cause “burn out” of volunteer Directors. The expectation of meetings upon meetings can make it harder to recruit people to the Boards in the first place. Committees can also waste valuable volunteer and staff time when their work is subject to a thorough re-examination by the Board itself.

6.1 Nomination Committee

A nomination Committee is responsible for nominating Board candidates, ensuring that the size, leadership and composition of the Board are appropriate, and overseeing governance structures and policies (including committee structure, conflict of interest and other policies, and Bylaws).

Nomination Committee Resources:

- <http://oodp.ca/wp-content/uploads/downloads/2013/09/OODP-Nominating-Committee-Resource-Sept-2013.pdf>
- <http://www.sport4ontario.ca/rm-resources.html>

Sample Nominating Committee Policy

1. Purposes and Mandate: The Nominating Committee is a standing committee of the Board responsible for assisting the Board in discharging its responsibilities related to:

- Ensuring that the organization has on a continuing basis the Board of _____ (Insert Club Name) is composed of high-quality candidates with the necessary skills, commitment, and leadership.
- That new Directors are oriented and mentored.
- That the Annual Meeting is well planned.

2. Composition/Membership: The committee will consist of 3 persons, the President and two (2) Members or Directors of the Club.

3. Frequency of meetings: The committee will meet at least at least three (3) times per year, and

additionally as required. Meetings will be at the call of the Chair.

4. Mentorship: provide a recommendation to the Board as to an orientation plan for newly elected Directors and newly appointed Board Committee Members (including any changes to the Board and Board orientation manual) and implement the plan.

5. Recruitment and Selection of new Directors:

a) Liaise with the Board to review the composition and recruitment requirements of each committee.

b) Develop and review annually the Board Skills Matrix to ensure its categories capture relevant skills (both generally and in terms of achieving the strategic directions of the organization) and diversity, its content provides an accurate composite picture of Directors' and Board Committee Members' relevant strengths and weaknesses, and its presentation ensures it can be understood 'at a glance'.

6. Advise the Board as to whether a call for prospective candidates is required to fill pending Board and/or Board committee positions; recruit prospective candidates for the Board and for Board committees.

7. Develop or review the interview format, process, and tool for prospective candidates to ensure they address all relevant skills and types of diversity needed.

8. Conduct a search for prospective Board and committee Members annually, or as required.

9. Conduct interviews with short-listed candidates, and provide recommendations to the Board as to which candidates should be proposed to the Membership to fill vacant Board positions.

10. Receive and verify nominations for Board of Directors and verify that those nominees are Members, in good standing, and over the age of 18 years.

11. Present a list of candidates to the AGM, where vacancies exist.

12. Prepare a list bearing the names of all nominees, including its own recommendations, and shall forward a copy of the list signed by the committee Chair to the Secretary no later than five (5) business days prior to the date of the Annual General Meeting.

13. Prepare ballots if necessary.

14. On an as-needed basis, recommend to the Board any candidates for the Board to appoint mid-term, should a Board Member resign before their term is up.

15. Term: Members of the Committee will serve terms of one year, and this term may be renewed to a maximum of three terms. The Board will promote continuity on the Committee by ensuring that in any given year no more than two new Members are appointed.

6.2 Fundraising Committee

Fundraising is an important and critical issue for Clubs. Creating a fundraising committee can allow for a more effective and efficient way of raising Club funds.

It is the job of the fundraising committee to create a plan that will guide the organization in seeking out and securing funding from an array of outside sources. The committee must identify and communicate with potential donors to support the work of the Club

Sample Policy of Fundraising Committee: A Fund Raising Committee is to be established at the start of each season to ensure the continued operation of the Club. At least one Director of the Club shall sit on the committee and any Member of the Club qualifies for committee Membership.

6.3 Technical Committee

To ensure proper technical guidance and instruction for its Members a Technical Committee can be an effective way of ensuring a sound technical program is delivered to all Members including players' coaches and parents. Creating this type of committee can be in lieu of a Technical Director.

The Technical Committee should be comprised of independent senior/ experienced and certified coaches, to provide technical advice and guidance for the Club. If no type of committee is available, the Board may seek guidance and technical advice from the Volleyball Alberta Technical Director.

* Note it is strongly suggested that Clubs appoint a Technical Director or Coach.

7. Club Hiring Practices

It is becoming more and more of a trend and a reality for Clubs in many sports to begin paying and hiring personnel to complete many tasks and duties within a Club. For example, several Clubs have decided to pay some administrators and coaches to support the Club and ensure the Club efficiency and sustainability. Volleyball Alberta recognizes that Clubs may pursue this approach to ensure Club sustainability; however, there are procedures and processes that are recommended to follow if a Club elects to hire Club personnel.

It is important to ensure that the proper process has been followed for deciding to hire a paid coach, and that the hiring of the coach is carried out in a proper manner. To do this it is important Clubs' have a policy in place for the process of hiring positions. The policy should state whether or not hiring is allowed, if any approval is necessary, responsibility for payment, and the hiring process. The process/ policy should be available to all interested parties. A sample Hiring Policy can be found in the Appendix.

7.1 Deciding on Hiring Club Personnel

The decision to hiring a paid position within the Club should be one that is supported by a majority of the Members and the parents involved, especially since it is these Members that will be directly affected for the cost of such a position.

It is also important there is not a conflict of interest within the decision making process. A Member of the Club or someone that holds a position on the Board should excuse themselves from discussion and voting whenever that Member has a financial interest in the contract. Clubs may even say that a person in a paid position cannot be a voting Member of the Club.

7.2 Club Hiring Procedure

- A. Create a Hiring Policy
 - i. See Appendix for Template
- B. Set up a Hiring Committee
 - i. The Club Board must first determine what process they would like to follow when it comes to hiring Club personnel. They may choose to have all Board Members in the process, or create a Hiring committee to oversee the process.
- C. Set Timelines
 - i. Be sure to set appropriate timelines and plan out what the process will look like. For example, be sure to set a timeline for when you want to advertise for the position, when applications are due, when will they be hired by, etc.
- D. Prepare Job Descriptions
 - i. Create Job descriptions for the positions that you create
 - ii. See Appendix for administrator and Coach job description templates
- E. Advertise and Network
 - i. Discuss and network within the Club, with other Clubs, or Volleyball Alberta for recommendations to find appropriate personnel.
- F. Receive Applications
 - i. Review all applications and review what applications fulfill all job requirements and what applications.
 - ii. Ensure all documentation in an application is correct, valid, and up to date.
- G. Interview applicants

- i. Set a time, date and good location to conduct an interview. Come prepared with an interview guide or questions that you want to ask or information you want to find out about the applicant.
- H. Prepare a Contract/ Agreement
 - i. It is always a good idea to have some sort of written contract in place. A written contract can be simple but should cover the following items:
 - a) Term
 - b) Status
 - c) Wages
 - d) Probation
 - e) Early termination
 - ii. Other items that you may consider are:
 - a) Work schedule
 - b) Rules and policies
 - c) Job Requirements
 - d) Acceptance and acknowledgement
 - e) Contact person
 - iii. See Below for an Independent Contractor Agreement
- I. Make an Offer
 - i. After all of the interviews are complete, the committee will need to decide if they have an applicant that meets their requirements. If they do, they should call that individual back, present their offer and request a time for the coach to meet with someone on the committee to sign the new contract. If there is not a candidate that meets the job description, keep looking and interviewing, or modify the job description to better suit the type of individual that can meet the Club's needs.
- J. Performance Feedback
 - i. Annual review meeting
 - ii. Have a performance evaluation form

7.3 Employee vs. Independent Contractor

As Clubs begin to start hiring and paying personnel they must understand the difference between an employee and an independent contract and will need to decide if they are hiring an employee or an independent contractor. There are different responsibilities, entitlements and liability with a different working relationship.

Employees vs. Independent Contractors

Employees work under an employee-employer relationship. Employees have certain rights in regards to termination, and the employer has a statutory obligation to withhold income tax and employment insurance.

Independent Contractors carry out their work under an independent business – contractor relationship. Independent contractors do not receive any benefits and the employer is not responsible to withhold income tax and EI. Instead Independent contractors are required to submit income tax and EI to the CRA on their own behalf.

Clubs must decide what works best for them, as there is a difference between the two and both have pros and cons. Generally, Clubs will most likely hire independent contractors.

There are tests that the courts have developed to determine whether or not a person is an employee or an independent contractor.

Resources:

The BC government website has the various tests outlined and can be accessed here:

- <http://www.labour.gov.bc.ca/esb/facshts/employee.htm>

Another Great Resource is from Sport BC, and is a Guide for Employment Contracts dealing with Coaches: <http://sportbc.com/files/Employment-v-Contractor-Handbook.pdf>

7.4 Hiring a Paid Technical Coach

The hiring and paying of coaches in Club volleyball to oversee Club development is beginning to be a common trend that many Clubs have decided to implement. There are benefits for hiring a paid Technical Director or Club Head Coach. Some of the benefits are:

- Creates a stronger Club with a focus on player and coach development and training.
- They improve the profile of the Club which then becomes more attractive to recruit Members.
- Retains Members who are less likely to switch Clubs for more superior coaching.
- Greater competitive success for the Club.

There are issues that need to be considered when hiring paid coaches or Technical Directors. It is important to ensure that the proper process has been followed for deciding to hire a paid coach. As noted above having a hiring policy in place will ensure the proper process and steps are followed.

7.5 Hiring a Paid Administrator

As a Club grows and becomes a non-profit it will often begin to access public funds in the form of grants and subsidies from the federal or provincial government. In making their submission the organization may make a request for funding to support the hire of a Director or administrative position. Or alternatively Clubs may decide to create a paid position to do administrative duties to help alleviate the workload on the volunteer Board Members through the Membership fees.

One issue that may arise when choosing to pay an administrator is whether the person who has been filling this role in a volunteer capacity should automatically become the paid administrator. While it may seem a reasonable reward for years of hard work, from the perspective of good governance the answer is no.

It is not reconcilable with the notion in common law that charitable organizations do not seek private gain. Externally it appears that someone has created a job for him or herself, and that they have undue influence on both the conditions of employment and the remuneration.

While the Board may truly believe that the person who has been chairing the organization since its inception is the absolute best person to fill the role of administrator, donors and other interested parties may not agree.

Establishing a hiring policy at its earliest convenience, in advance of the need or necessity to hire will allow the Board to be able to explain the process (transparency) and withstand scrutiny (accountability).

Good governance demands that Board Members act gratuitously. There needs to be a clear distinction between the Board of Directors and staff for the balance to be maintained. There is also a requirement in common law for charitable organizations to operate for the benefit of the public and not for private gain.

7.6 Hiring Club Personnel Templates

7.6.1 Club Hiring Policy Template

General

1. _____ (Insert Club Name) may choose to hire independent contractors upon a majority vote of the Club Executive Members to fulfill different roles within the Club to better serve its Members as a whole.
2. The decision to hire an Independent contractor is one the Club will take seriously and will look for input from all Members and parents.
3. A Hiring Committee may be created from Members of the Club Board to oversee the hiring process and review potential candidates.
4. If a conflict of interest arises between any Members in the decision process, they will excuse themselves from any discussion or vote regarding the issue.
 - a. A conflict of interest may be any financial reward to the Member directly or indirectly.
5. All people being hired will be an Independent Contractor.
6. The Hiring Committee will annually complete a performance evaluation of the independent contractor to evaluate the effectiveness of each individual.
7. Payment for independent contractors will come from the Membership/Club fees and payment will be delivered at the end of the contract term.
8. All positions will be advertised and have clear job descriptions and requirements before appointing someone in the position.

7.6.2 Sample Independent Contractor Agreement Template

Insert Club Heading and Logo

Ref. # (Insert)

THIS AGREEMENT MADE AS OF THE _____ DAY OF _____, 2014

BETWEEN:

Insert Club Name,
Insert Address,

("Club Name")

AND:

Independent Contractor Name
Address
City, Province, State
Postal Code

("Contractor")

WHEREAS:

_____ (Insert Club Name) and the Contractor wish to enter into an Agreement pursuant to which the Contractor will supply services as the [Assignment, Title, Club Technical Director], to the _____ (Insert Club Name) (or specific Club program) in accordance with the [Scope of Work and Deliverables outlined in Article 1 below and Annex A].

The Contractor will report to the [Insert Position Title,].

The Contractor will provide the services as represented in Article 1 below. The Contractor will be an Independent Contractor and not an Employee of _____ (Insert Club Name).

In consideration of the mutual covenants hereinafter expressed, the parties hereto mutually agree

that the _____ (Insert Club Name) shall hire the Contractor upon the terms and conditions specified herein:

1. SERVICES:

_____ (Insert Club Name) retains the Contractor as an Independent Contractor to provide the following services (the "Services"):

Scope of Work/Responsibilities:

- [_____]
- [_____]
- [_____]
- [_____]

2. TERM:

This Agreement is effective for the period commencing on _____, 2014 and ending on _____, _____.

3. PAYMENT FOR SERVICES:

_____ (Insert Club Name) will pay to the Contractor for the performance of the Services, an annual sum of \$_____ (Canadian dollars). The Compensation will be payable upon completion of the services.

4. PAYMENT FOR EXPENSES:

_____ (Insert Club Name) will pay travel expenses to the Contractor relating to services provided under this Agreement in accordance with _____ (Insert Club Name) Travel Policy. Travel is to be approved in advance by the [Insert Club Representative Title]. Travel expenses include, but are not limited to mileage, parking, tolls, lodging, auto rental and per diem.

5. CONFIDENTIALITY, OWNERSHIP OF INFORMATION:

The Contractor agrees to treat as confidential all information to which access is given, or which it acquires, as a result of this Agreement. The Contractor agrees that all work product, including intellectual property, resulting from the performance of the Services shall be the sole and exclusive property of _____ (Insert Club Name).

6. INDEPENDENT CONTRACTOR:

6.1 By mutual agreement, the terms of this contract will be met by your provision of services as an independent contract at arm's length from, and not as an employee of, _____ (Insert Club Name). As such, the Contractor is solely responsible for all matters related to compliance with statutory and other legal obligations arising from the responsibilities in determining how and where the work set forth in this contract is to be performed, including matters arising between Contractor and your employees, if any. Such obligations include but are not limited to: remuneration; discipline; assessment of and withholding for income tax, employment insurance, Worker's Compensation and Canada Pension Plan; leave; vacation; overtime and any other payments which may be assessed against you under any statutory authority for your performance of this contract.

6.2 To meet obligations under WCB Alberta (the Workers' Compensation Board of Alberta) regulations, the Contractor confirms to _____ (Insert Club Name): (Check one [1] box only)

A WCB Alberta registrant employer # _____

OR

- The Contractor is not covered by WCB Alberta as a registrant employer, and is not automatically covered by its provisions, and has not applied nor will apply for voluntary coverage as a registrant employer for a period of time effective for the duration of this contract.

7. CONFLICT:

Contractor does not currently have a relationship with another Club, organization, or individual that may give rise to a conflict of interest, or the appearance of a conflict of interest, in the Contractor's performance of the Services, and Contractor shall advise _____ (Insert Club Name) if circumstances arise where such a conflict may occur. A conflict of interest is a situation in which the Contractor has a private or personal interest sufficient that it appears that it could influence the objective exercise of his or her performance of the Services.

8. COMPLIANCE WITH SAFETY REGULATIONS:

In providing the Services the Contractor will comply with all applicable safety and risk management policies. The Contractor will arrange to meet with the _____ (Insert Club Contact Name) in the location where the Contractor will work to review all applicable safety regulations, including the safety and emergency evacuation procedures.

9. PERSONAL HARASSMENT:

In providing the Services the Contractor will comply with _____ (Insert Club Name) Discrimination and Harassment Policy. _____ (Insert Club Name) will not tolerate behavior which is likely to undermine the dignity, self-esteem or productivity of a _____ (Insert Club Name) Members. _____ (Insert Club Name) will provide a copy of the Discrimination and Harassment Policy to Contractor on request.

10. LIABILITY:

Except to the extent caused by the willful misconduct or negligence of _____ (Insert Club Name), the Contractor will indemnify and save harmless _____ (Insert Club Name) from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained by _____ (Insert Club Name) at any time where the same are based upon or arise out of the willful misconduct or negligence of the Contractor.

11. VARIATION OF AGREEMENT:

This Agreement will not be varied nor assigned to another individual under any circumstances by the Contractor save in writing and signed by both parties.

12. ENTIRE AGREEMENT:

It is agreed that there is no representation, warranty, collateral agreement or condition affecting this agreement except as expressly provided in this agreement.

13. TERMINATION:

This Agreement will expire on _____, 2015 unless renewed by the Parties prior to that date.

This Agreement may be terminated by:

- (a) either _____ (Insert Club Name) or the Contractor by providing 3 months (90 days) notice in writing to the other party, or
- (b) _____ (Insert Club Name) on written notice for Contractor's failure to comply with this Agreement.

In such event, all obligations and liabilities of both parties under this Agreement will cease as of the date of termination. _____ (Insert Club Name) sole responsibility will be to pay fees accrued due and owing prior to the termination, including a pro-rated amount of the total fee to the Contractor based upon the number of days completed in which the notice period expires prior to termination of the Agreement.

A minimum of 1 months' notice (30 days) is required if the Contractor wishes to absent himself for a period of time such that his absence would require _____ (Insert Club Name) to find a replacement contractor.

Authorized Signatory of _____ (Insert Club Name)

Witness

Accepted this _____ day of _____ 2014

Authorized Signatory of the Contractor

Witness

Accepted this _____ day of _____ 2014

7.6.3 Contractor Performance Evaluation Form

(INSERT CLUB NAME) PERFORMANCE EVALUATION FORM

Name: _____

Evaluation Period: _____

Club Title: _____ Date: _____

PERFORMANCE PLANNING AND RESULTS

Performance Review

- Use a current job description.
- Rate the person's level of performance, using the definitions below.
- Review with employee each performance factor used to evaluate his/her work performance. Also give an overall rating in the space provided, using the definitions below as a guide.

Performance Rating Definitions

The following ratings must be used to ensure commonality of language and consistency on overall ratings: (there should be supporting comments to justify ratings of "Outstanding" "Below Expectations, and "Unsatisfactory")

Outstanding	Performance is consistently superior
Exceeds Expectations	Performance is routinely above job requirements
Meets Expectations	Performance is regularly competent and dependable
Below Expectations	Performance fails to meet Club requirements on a frequent basis
Unsatisfactory	Performance is consistently unacceptable

A. PERFORMANCE FACTORS (use job description as basis of this evaluation)

Administration - Measures effectiveness in planning, organizing and efficiently handling activities and eliminating unnecessary activities.	Outstanding	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Knowledge of Work - Consider coaches' skill level, knowledge and understanding of all phases of the position and sport.	Outstanding	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Communication - Measures effectiveness in listening to others, expressing ideas, both orally and in writing and providing relevant and timely information to Board of Directors and other Club Members.	Outstanding	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Teamwork - Measures how well this individual gets along with fellow Club Members and players, respects the rights of other Club Members shows a cooperative spirit.	Outstanding	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Decision Making/Problem Solving - Measures effectiveness in understanding problems and making timely, practical decisions.	Outstanding	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	
Expense Management - Measures effectiveness in establishing appropriate reporting and control procedures; operating efficiently at lowest cost; staying within established budgets.	Outstanding	
	Exceeds Expectations	
	Meets Expectations	
	Below Expectations	
	Unsatisfactory	
	NA	

<p>Human Resource Management - Measures effectiveness in selecting qualified people and coaches; evaluating subordinates' performance; strengths and development needs; providing constructive feedback to athletes, and taking appropriate and timely action with marginal or unsatisfactory performers.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Independent Action - Measures effectiveness in time management; initiative and independent action within prescribed limits.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Job Knowledge - Measures effectiveness in keeping knowledgeable of methods, techniques and skills required in own job and related functions. Has current NCCP Coaching certificate and taken steps to improve his knowledge.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Leadership - Measures effectiveness in accomplishing work assignments through subordinates; establishing challenging goals; delegating and coordinating effectively; promoting innovation and team effort.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Managing Change and Improvement - Measures effectiveness in initiating changes, adapting to necessary changes from old methods when they are no longer practical, identifying new methods and generating improvement in facility's performance.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Club Member Responsiveness - Measures responsiveness and courtesy in dealing with internal Club Members and Directors, parents and players and other Club personnel.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Personal Appearance - Measures neatness and personal hygiene appropriate to position.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Dependability - Measures how well coach complies with instructions and performs under unusual circumstances; consider record of attendance and punctuality.</p>	<p>Outstanding Exceeds Expectations Meets Expectations Below Expectations Unsatisfactory NA</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<p>Safety - Measures individual's work habits and attitudes as they apply to working safely. Consider their contribution to accident prevention, safety awareness, ability to care for facilities and steps taken to prevent injury amongst players.</p>	<p>Outstanding <input type="checkbox"/></p> <p>Exceeds Expectations <input type="checkbox"/></p> <p>Meets Expectations <input type="checkbox"/></p> <p>Below Expectations <input type="checkbox"/></p> <p>Unsatisfactory <input type="checkbox"/></p> <p>NA <input type="checkbox"/></p>
<p>Employee's Responsiveness - Measures responsiveness in completing tasks in a timely manner.</p>	<p>Outstanding <input type="checkbox"/></p> <p>Exceeds Expectations <input type="checkbox"/></p> <p>Meets Expectations <input type="checkbox"/></p> <p>Below Expectations <input type="checkbox"/></p> <p>Unsatisfactory <input type="checkbox"/></p> <p>NA <input type="checkbox"/></p>

B. EMPLOYEE STRENGTHS AND ACCOMPLISHMENTS:

C. PERFORMANCE AREAS WHICH NEED IMPROVEMENT:

D. PLAN OF ACTION TOWARD IMPROVED PERFORMANCE:

E. EMPLOYEE COMMENTS:

F. JOB DESCRIPTION REVIEW SECTION: (Please check the appropriate box.)

Club Member job description has been reviewed during this evaluation and no changes have been made to the job description at this time.

Club Member job description has been reviewed during this evaluation and modifications have been proposed to the job description. The modified job description is attached to this evaluation.

G. SIGNATURES:

Club Member _____ Date _____

Evaluated by _____ Date _____

Reviewed by _____ Date _____

7.6.4 Job Description Template for Technical Director/ Club Head Coach

(Insert CLUB Name) TECHNICAL DIRECTOR/CLUB HEAD COACH

ROLE DESCRIPTION

The Technical Director/ Club Head Coach will play a lead role in the ongoing advancement of technical development for volleyball within _____ (Insert Club Name). They will oversee Club programs, and player and coach development and provide general volleyball knowledge and guidance for the Club.

SKILLS/QUALITIES REQUIRED

- Must have a level 3 NCCP Volleyball Coaching Certification
- Must complete a Criminal Record Check and the Club Screening Procedure
- Must have valid First Aid
- Have 5+ years of Volleyball Coaching/Playing Experience
- Experience with delivering volleyball programs to youth
- Strong abilities to inspire and educate players and coaches in a variety of settings including clinics, camps, and training sessions.
- Have strong communication skills
- Good organizational skills

MAIN DUTIES

- Be responsible for obtaining, training, supervising all coaches within the Club
- Arrange for/ or give clinics and training programs where needed and disseminate information when appropriate to assist coaches
- Recruit and provide guidance and instruction for younger coaches to continue to grow as a coach for the Club
- Responsible for developing Club athletes with respect to the LTAD and VBC recommendations.

COMMITMENT

A commitment of _____ hours for _____ days a week during the Club season (January – April) , and _____ hours for _____ days a month in the off- season. (Change as Needed)

7.6.5 Job Description Template for Club Administrator

(Insert CLUB Name) CLUB ADMINISTRATOR

ROLE DESCRIPTION

The Administrator will play a lead role within _____ (Insert Club Name). They are responsible for receiving and disseminating information effectively and ensure the smooth running of the Club. They Club administrator will perform all general Club administrative duties while reporting to the Board of Directors.

SKILLS/QUALITIES REQUIRED

- Exceptional customer service skills
- Strong communication skills
- Experienced computer skills
- Ability to plan and organize
- An office Administration Diploma is an asset
- Knowledge and experience of Club management duties an asset

MAIN DUTIES

- Perform general administrative duties as assigned by the Club President and Board of Directors.
- Email and communicate to teams and Club Members
- Control cash management for the Club
- Organize uniforms, gym bookings and other general Club management duties

COMMITMENT

A commitment of _____ hours per month, and attend AGM and other meetings as necessary.

8. Coaches

Coaches are a vital component of a Club. They are extremely essential and the following document will provide guidance on how to recruit coaches, how to create a Coach Handbook, and offer templates for you to use in regards to your Coaches and Club guidelines and Policies.

8.1 Creating a Coaching Handbook

You should develop a Club Coach Handbook/Guidelines for Coaches to use as a manual and develop the necessary tools and information for your coaches to succeed. It should outline the Club's vision and purpose to ensure the Coach aligns their coaching philosophy to the Clubs. It should also include all the information a Coach would need when first starting out coaching with you Club, including Club policies and rules. Your Coach Handbook should include the following:

1. Introduction and a congratulations/ thank you letter
2. Coaching and Club Philosophy
3. Coaching Tools and Certification
4. Practice Plan Checklist
5. Coach Dress Code
6. Tryout and Team Selection Guidelines
7. Tryout and Team Selection Guidelines
8. Coaches Code of Conduct
9. Tournament Policies/ Guidelines
10. Fundraising Policies and Rules
11. Parent Meeting
12. Travel Guidelines and Policy
13. Coaching Resources and LTAD model.

The following are some templates that may be included into your Coaches Handbook. Note: some of the above recommended sections will need to be created by the Club as they will be different for all Clubs and would not be a valuable template to create.

8.1.1 Introduction Letter

Dear Coach,

Welcome to _____ (Insert Club Name) and thank-you in advance for your time and effort coaching in our community. We appreciate your involvement with _____ (Insert Club Name) and providing an opportunity for our youth to experience a great sport and become better volleyball players. We have enclosed a coaching package that will cover a wide variety of topics, designed to help ease the burden of organization, so you can do what you really want to do, coach!

Please review all the documentation enclosed and feel free to contact _____ (Insert Club Contact Name) anytime. Again, welcome to _____ (Insert Club Name) and good luck with your team this year!

Sincerely,

_____ (Insert Club Contact Name),
President (Or Other Title) of _____ (Insert Club Name)

8.1.2 Club and Coach Philosophy

Provide information on your Club's Philosophy and what you expect of your coaches. This will be different for all Clubs, as several Clubs have different skill and age levels and Club goals and philosophies. It is important to explain what the Club expects and how the Coach can align themselves and their own coaching philosophy with the Club's Values, and purpose. By clearly identifying and stating the expectations early can help reduce any future conflict or problem. Also note that Club's goals may change with different age groups and you may need to create different Club philosophies based on the age group.

Example (Not meant as a Template—CREATE YOUR OWN):

At _____ (Insert Club Name), our primary objective is to develop volleyball players in _____, and adjoining communities. But it is more than that. We want them to learn the RIGHT way to play. That means the right skills, the right attitude and the "team" concept. Yes, we would like to win, but not at all costs. We know from experience, that if players are patient and get ample opportunity to perform, eventually success will come our way.

We view success as the development of a good person, who has learned how to play the sport properly, with dignity and class. If we can accomplish this, these young men and women will graduate high school with the desire to play well into their 20's and beyond. Playing volleyball will allow them to meet people with similar life goals and aspirations. They will have learned a lifelong activity. Some players in the Club, will develop beyond the high school level, and play college or university. Our Club system will assist in developing and nurturing these athletes to achieve their goals, whatever those goals may be.

So how does this translate to reality, coaching a successful program? What does it look like? Envision this (Create a perfect scenario):

"Your team is made up of 12 players. You practice 2 times a week and play in many tournaments leading up to the provincial championships. At tournaments, you do your best to play everyone equally during round robin play. During tournament playoffs, you try to maintain the same philosophy, however, at times you elect to sub out a player that is struggling on the court. In the end you have done your best to play everyone equally, because, after all, it is just a tournament (players won't

develop unless they get a chance to make mistakes and learn from them). During the final tournament or Championships, you use the same fair play philosophy, however the real competitive players (and parents) want to win. Therefore, you try to play everyone during round robin play, but you may make substitutions to keep the momentum going with the winning group on the court. Playoffs in your final Championship tournament are your chance to use your best to succeed. You choose to go with the players that have been proving themselves all year. It turns out, you have actually played all of your players to some degree and you have done better than all had anticipated. Your season has been deemed a success!"

8.1.3 Coaching Tools and Coaching Certification

Identify and clearly state what the Club offers Coaches in regards to assisting with administration duties and management. This will bring peace of mind to Coaches and ensures support for the Coaches. Also be sure to explain Coaching Certification requirements for each team and the NCCP (If your Club offers assistance in completing these certifications make sure you let them know!).

Topics to include and to go over are:

- Communication – Is there access to the Club website, how does a coach communicate to the Club and their players.
- Registration and Membership – who takes care of this.
- Facility Booking- Does your Club take care of this.
- Tournament Booking- who books these, how to ask or find out about tournaments.
- Banking- who is responsible for the teams' finances, etc. If the Coach is to receive payment or an honorarium, explain when.
- Equipment- explains what each team receives in regards to jerseys, balls, medical kit etc.
- NCCP Certification
 - Example: The National Coaching Certification Program (NCCP) is a nationally recognized Coaching program that services amateur sport in Canada. All persons coaching Club must have completed, level 1 for volleyball when coaching a team at provincials or nationals. Level 1 involves a theoretical, technical and practical course. _____ (Insert Club Name) will pay for any coaching certification. Also Note U17 and older require level 2 certification.

Remember: the more you are able to help your coaches and let them actually coach and not be overwhelmed with administration duties will help create a long lasting relationship between a Club and a coach. Also the more you can explain to a coach before starting, the more transparent the Club is and the more a coach will understand at the start.

Selecting Your Team

Coaches should be given guidance on selecting players for their team, along with a tryout policy. For Example:

- A minimum of ten players must be chosen for each team.
- Less than 10 can be taken if another team is going to be established or if there is a lack of athletes. The decision to have more than ten players will be left up to the coach.
- Once your team has been chosen you need to have all players fill out the registration form if this was not done so prior to the tryout sessions and provide it to _____ (Club Contact).

8.1.4 Coach Practice Plan Checklist

- A practice plan has been developed that is organized and well-structured and includes an introduction, warm-up, main-part, cool-down, and conclusion.

- The practice is appropriate for the age and ability of the athletes.
- The practice session reflects your season of play (early season, mid-season, competition phase).
- You have done a safety check in the gymnasium before practice begins, and an Emergency Action Plan has been prepared in the event of an emergency.
- The drills and activities for the practice have well defined goals.
- The goals & purpose of the practice session have been communicated to the athletes in the introduction (We also suggest posting your practice plan on the gym wall).
- Instruction to athletes is specific, brief and straightforward (a visual demonstration is important).
- Transitions between activities are quick and efficient and ensure drink breaks when necessary.
- All athletes are actively involved throughout the majority of practice.
- The athlete understands their responsibility in practice is to listen carefully to instructions and perform the tasks to the best of their ability.
- Athletes are having fun and are genuinely interested in the activities at practice.
- The practice starts and finishes on time, and the overall tone is positive.
- The conclusion includes an overall evaluation of the session to see if the session goals were met and if the athletes were focused and meeting expectations.

8.1.5 Coach Dress Code Template

To promote a positive team environment within _____ (Insert Club Name), Members will be asked to wear _____ (Insert Club Name), Volleyball Alberta or Volleyball Canada clothing.

- Tank tops are prohibited
- Appropriate t-shirts cannot contain wording or logos that are: sexually explicit, offensive, or bearing logos from other Clubs.
- Coaches should wear _____ (Insert Club Name) coaching shirts during any matches/tournaments when possible.
- Coaches should always look professional and presentable when with the Club.
- Proper footwear should be worn on the court at all times, no open toed shoes.

8.1.6 Coach Code of Conduct

The athlete/coach relationship is a privileged one. Coaches play a critical role in the personal as well as athletic development of their athletes. They must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. Coaches must also recognize that they are conduits through which the values and goals of a sport organization are channeled. Thus how an athlete regards his/her sport is often dependent on the behaviour of the coach. The following Code of Conduct has been developed to aid coaches in achieving a level of behavior that will allow them to assist their athletes in becoming well-rounded, self-confident and productive human beings.

COACHES HAVE A RESPONSIBILITY TO:

1. Treat everyone fairly within the context of their activity, regardless of gender, place of origin, colour, sexual orientation, religion, political belief or economic status.
2. Direct comments or criticism at the performance rather than the athlete.
3. Consistently display high personal standards and project a favourable image of their sport and of coaching.
 - Refrain from public criticism of fellow coaches; especially when speaking to the media or recruiting athletes.
 - Abstain from the use of tobacco products while in the presence of her/his athletes and

- discourage their use by athletes.
 - Abstain from drinking alcoholic beverages when working with athletes.
 - Discourage the use of alcohol in conjunction with athletic events or victory celebrations at the playing site.
 - Refrain from the use of profane, insulting, harassing or otherwise offensive language in the conduct of his/her duties.
4. Ensure that the activity being undertaken is suitable for the age, experience, ability and fitness level of the athletes and educate athletes as to their responsibilities in contributing to a safe environment.
 5. Communicate and co-operate with registered medical practitioners in the diagnoses, treatment and management of their athletes' medical and psychological problems. Consider the athletes' future health and well-being as foremost when making decisions regarding an injured athletes' ability to continue playing or training.
 6. Recognize and accept when to refer athletes to other coaches or sport specialists. Allow athletes' goals to take precedence over their own.
 7. Regularly seek ways of increasing professional development and self-awareness.
 8. Treat opponents and officials with due respect, both in victory and defeat and encourage athletes to act accordingly. Actively encourage athletes to uphold the rules of their sport and the spirit of such rules.
 9. In the case of minors, communicate and co-operate with the athlete's parents or legal guardians, involving them in management decisions pertaining to their child's development.
 10. In an educational institution, be aware of the academic pressures placed on student-athletes and conduct practices and games in a manner so as to allow academic success.

COACHES MUST:

11. Ensure the safety of the athletes with whom they work.
12. At no time become intimately and/or sexually involved with their athletes. This includes requests for sexual favours or threat of reprisal for the rejection of such requests.
13. Respect athlete's dignity; verbal or physical behaviours that constitute harassment or abuse are unacceptable (definition of harassment is attached).
14. Never advocate or condone the use of drugs or other banned performance enhancing substances.
15. Never provide under age athletes with alcohol.

DEFINITION OF HARASSMENT

Harassment takes many forms but can generally be defined as behaviour including comments and/or conduct which is insulting, intimidating, humiliating, hurtful, malicious, degrading or otherwise offensive to an individual, or group of individuals, or which creates an uncomfortable environment.

Harassment may include:

- Written or verbal abuse or threats.
- Sexually oriented comments.
- Racial or ethnic slurs unwelcome remarks, jokes, innuendoes, or taunting about a person's body, attire, age, marital status, ethnic or racial origin, religion etc.
- Displaying of sexually explicit, racist or other offensive or derogatory material.
- Sexual, racial, ethnic or religious graffiti.
- Practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance.
- Unwelcome sexual remarks, invitations or requests whether indirect or explicit, or intimidation.
- Leering (suggestive staring), or other obscene or offensive gestures.
- Condescension, paternalism or patronizing behaviour which undermines self-respect or

adversely affects performance or working conditions.

- Physical conduct such as touching, kissing, patting, pinching, etc.
- Vandalism.
- Physical assault.

This code was developed by Promotion Plus Women in Coaching Committee in conjunction with the Ministry of Government Services and the Ministry Responsible for Sport and the Commonwealth Games Coaching Advisory Committee and the Coaches Association of BC.

Coach Agreement Form

This following agreement outlines the responsibilities of a _____ (Insert Club Name) Coach. By reading and signing this agreement, you are hereby acknowledging the requirements and guidelines set forth by the Club's Board of Directors.

Club Vision

<Enter Club Vision>

Club Mission

<Enter Club Mission>

Coach Guiding Principles (Change as needed)

1. While court time is limited, every effort will be made to give all eligible players the opportunity to play.
2. We believe that in our Club, volleyball is a game where work ethic, attitude, and sportsmanship are more important than winning at all costs but that these attributes can lead to success both on and off the court.
3. We believe that coaches exert a powerful influence over their players and we insist that coaches and other Club officials, while expecting the best from their players, exhibit at all times a positive, constructive and supportive coaching strategy and provide a role model that is beyond reproach.
4. As our focus is on youth, we encourage parents to become involved and supportive both with their team and the administration. The goal is for players, parents, and coaches to feel part of the _____ (Insert Club Name).

Code of Conduct

<Refer all coaches to your Club's Coach Code of Conduct, or attach a copy into this section>

Coaching Requirements

1. All coaches must complete the following before they can be eligible to coach a team:
 - a. NCCP Certification
 - b. Criminal Record Check
 - c. Level 1 First Aid
 - d. <Insert any other Club requirements>

I Acknowledge I have read the Coaches agreement and accept it as a guiding principle of my coaching efforts and conduct for the Club for this season.	
Name of Coach: _____	
Signature of Coach: _____	Date: _____
Club Team: _____	

Tryout Policy

_____ (Insert Club Name) Tryout Policy

1. _____ (Insert Club Name) tryouts will take place in sometime in _____. Dates and times for tryouts will be determined by the Club President and Board of Directors and advertised through the Club website, email, and other methods as the Board sees fit.
2. Registration for tryouts will be _____ (Online/ in person etc.) and cost _____.
3. All tryouts are a minimum of 2 on court sessions. Coaches and other Club executives will conduct player evaluations; any extra tryouts will be at the discretion of the Coach.
4. Evaluators/ Coaches are to evaluate players on, but are not limited to the following areas and criteria:
 - a. Individual skill and potential,
 - b. Team awareness,
 - c. Coach-ability and attitude,
 - d. Work ethic, and
 - e. Overall fit with team.
5. All players must attend both tryout sessions, or have a letter explaining the player's absence from a tryout.
6. In the event of a personal conflict (parent coach-- player conflict), another Club individual or coach with no affiliation with either person will step in to ensure no biased decision is made.
7. After the tryout and evaluation process, players will be notified either through phone, email, website, or in person whether they were selected for the team.
8. Parents are not allowed to contact the coaches or team managers to contest the decision if their child is not selected. If the parent believes that the selection decision was not made in conformity with this policy, they may submit a written protest to the Club President within 2 weeks of the decision.

8.2 Players

8.2.1 Athlete Agreement / Code of Conduct

_____ (Insert Club Name) Athlete Agreement

The _____ (Insert Club Name) is committed to providing you with a positive and rewarding volleyball experience. By agreeing to these rules herein, you commit to supporting and respecting your teammates, coaches, and volunteers. You also agree and understand playing on a Club team within _____ (Insert Club Name) will require dedication and a certain amount of time.

- I understand that I am expected to attend all training sessions, games, tournaments, and all other Club activity (including during injury - for learning purposes)
- I understand I must show dedication to my team and provide my full attention to my team during practices, games, and anything else Club related.
- I understand I must respect the Club, Club coaches, players, officials, and administrators of _____ (Insert Club Name).
- I understand that I must report any injury or illness to my coach before any competition or training session.
- I understand my coach will provide me with on-going evaluations and feedback to enhance my development as a volleyball player.

- I understand that any complaints must first be communicated to the coach or assistant coach, and if not satisfied I must then communicate to Technical Director and/or the Board of Directors. (Change as needed). Such communication will be done away from other players/ parents and in an appropriate facility.
- I have read and understood the _____ (Insert Club Name) social media policy and will abide by these guidelines.
- I have read and understood the _____ (Insert Club Name) travel policy and will abide by these rules.
- I understand that I may be removed from the team or Club for failing to abide by these rules or any other Club rules as set out in the _____ (Insert Club Name) policies.

By signing below, I agree that I have read, understood and accept this agreement as outlined. I hereby agree to be responsible and accountable to work, play and live by the standards presented in the Player’s Code of Conduct. If at any time I choose not to comply with any of these standards, I willingly agree to submit to the consequences referred to within. I also understand that, if warranted, I could be asked to forfeit my position on the team, and agree to willingly do so.

Name: _____ Date: _____

Club Team Name: _____ Age Group: _____

Signature: _____

8.2.2 Clothing and Dress Code Policy

Introduction

The Dress Code policy is intended to ensure appropriate and professional representation of the _____ (Insert Club Name) at practices and tournaments. This policy applies to players.

Athletes

- Members will be asked to wear _____ (Insert Club Name), Volleyball Alberta or Volleyball Canada clothing.
- Members can wear an appropriate volleyball/athletic t-shirt.
- Appropriate volleyball/athletic shoes must be worn at all times during practice and competition.
- Appropriate t-shirts cannot have the sleeves cut off or contain wording or logos that are:
 - Sexually explicit
 - Contain alcoholic or drug advertisements, or offensive material
 - Bearing logos from other Clubs
- Tank tops are prohibited.
- Mid riffs must be covered.
- No jewelry, including watches, earrings, bracelets, necklaces during practice or competition (If needed you may cover a piercing with tape)
- Spandex shorts are permitted but must fully cover the buttocks and underwear.
- Before and after practice or competition, athletes must change out of their playing attire in a change room, or if unavailable discretely and quickly to not draw any unwanted attention to the Member or _____ (Insert Club Name).

8.3 Parents

8.3.1 Parent Code of Conduct

_____ (Insert Club Name) is committed to ensuring that all players have the opportunity to participate in a safe and welcoming environment that is encouraging and promotes their overall development. Parents have an enormous influence over their child’s experiences in the sport. In this code “parents” shall refer to “parents and guardians”. This code applies to all parents that are a Member of _____ (Insert Club Name) or whose child is a Member/player of _____ (Insert Club Name). Parents shall abide by this code at all times while participating in any _____ (Insert Club Name), competition, practice or other Club activity.

- All parents are expected to conduct themselves in a responsible manner consistent with the values of fair play, integrity, open communication and mutual respect.
- Parents shall always model positive and responsible behavior, and communicate with their son/daughter that they expect them to do the same. Parents will assume the major responsibility for their son/daughter’s conduct and attitude.
- Parents shall treat all individuals and property with dignity, courtesy, and respect, including but not limited to other players, coaches, officials, volunteers, other parents, and all other individuals that are part of the Club.
- Parents shall refrain from any behaviour, or comments, which are profane, insulting, harassing, sexist, racist, abusive, disrespectful or otherwise offensive without hostility or violence.
- Parents shall emphasize the importance of values like sportsmanship, respect, cooperation, competition and teamwork to their son/daughter offering praise for fair play, participation, and skill development.
- Parents shall instill confidence in their son/daughter’s ability and skill development, always avoiding comparisons with other players.
- Parents shall celebrate the acquisition of skills and goals achieved by their son/daughter.
- Parents shall respect the coach and understand the coach is responsible for the skill development of the athlete. A parent’s role shall be to take a healthy interest in their child’s progress and development and be responsible for the child’s nutrition, rest, overall health, and moral and emotional support.
- Parents shall ensure their child is on time to practices, competitions and other Club events.
- Parents shall never provide alcohol or drugs to minors in a _____ (Insert Club Name) environment, and parents shall never provide or advocate the use of performance enhancing drugs or substances.
- Parents shall openly support and uphold this code of conduct policy and take action and steps to ensure other parents follow and uphold this code of conduct policy.
- Parents shall adhere to the policies, procedures, rules, standards, and ethics of _____ (Insert Club Name) at all times.

“By signing this Parent Code of Conduct I acknowledge that I have read and agree to support all of the above statements.”

Parent/Guardian Signature

Date

Parent/Guardian Signature

Date

8.3.2 Parental Consent Form and Medical Information

To be signed at the time of registration- Keep at all sporting and training facilities at all times

Player Information

Youth's Surname: _____ Given Name: _____
 Date of Birth: _____
 Address: _____ City: _____
 Email: _____

Athlete Medical Information

Physician's Name: _____ Alberta Health Care Number: _____
 Does the player Have Any Allergies? _____ Yes _____ No If yes, please list below:
 Food: _____ Medicine: _____ Other: _____

Other Medical Concerns: _____ Yes _____ No
 If yes, please list:

Please list all medication (prescription and non-prescription) that the youth will be taking or bringing along: _____

Parental/ Guardian Information

Name of Parent/Guardian #1: _____

Address: _____ City: _____

Cell Phone: _____ Home Phone: _____

Email: _____

Name of Parent/Guardian #2: _____

Address: _____ City: _____

Cell Phone: _____ Home Phone: _____

Email: _____

<p><u>Parental Consent</u></p> <p>Commitment to Parent Code of Conduct By signing below, I have read and agree to follow the Parents Code of Conduct as found in the Club Handbook and website.</p> <p>Medical Emergency I hereby certify that I am the parent/guardian of _____ - _____,</p>
--

Who is under the age of 18 years of age and I hereby consent to any emergency medical procedures, which may be deemed necessary by a licensed medical practitioner as a result of his/her involvement in _____ (Insert Club Name) activity including travel and out-of-town events. I understand I will be notified by the quickest means possible in the event of an emergency.

Photo/Video Release
 On occasion _____ (Insert Club Name) may use literature, photos and video to promote _____ (Insert Club Name) to the general public. I hereby consent to the use of my and or my child's name, photograph, photographic likeness, recorded voice and/or image in video that may appear in any publications, promotional posters, flyers, brochures, printed and electronic ads or electronic media, in addition to _____ (Insert Club Name)'s website. I understand that I will not receive compensation in any form from the use of my and or my child's photograph or my photographic likeness and recorded voice.

Signature of Parent/Guardian: _____ Date: _____

Signature of Parent/Guardian: _____ Date: _____

8.3.3 Financial Assistance

Provide an area on your website for families and parents to learn about other financial assistance programs that are available to be able to pay for Club fees. See the example:
 At _____ (Insert Club Name) we try our best to ensure participation fees are affordable. However, if a low-income situation makes it challenging to register for a player, there are some options to cover the cost. Here are some possible resources:

Kid Sport Alberta

- Financial assistance for league or Club fees for children and youth.
- Apply to the chapter in the city or town that you live in. If you do not see your city or town on the list, apply to the provincial chapter.

Click HERE <http://www.kidsportcanada.ca/alberta/>

JumpStart

- Financial assistance for sport or recreation participation fees for children and youth.
- Phone the number provided for information about how to apply.

Click HERE <http://jumpstart.canadiantire.ca/en/what-we-do/how-to-apply>

Note: These programs typically assess family income to determine eligibility for financial assistance, not just the income of the individual applying.

8.4 Volunteers

8.4.1 Volunteer Code of Conduct

In the interest of the participants that _____ (Insert Club Name) serves, volunteers commit to observing the following code of conduct.

- Treat everyone fairly within the context of their activity, regardless of gender, ethnic background, colour, sexual orientation, religion, political belief or economic status;
- Agree to conduct yourself in a manner consistent with the position as a positive role model, and as a representative of _____ (Insert Club Name);
- Follow _____ (Insert Club Name) Constitution, By-Laws and/or Operating Rules of _____ (Insert Club Name);
- Respect the privacy and dignity of participants by not divulging confidential information without consent, except where required by law as in the case of suspected child abuse;
- Consistently display high personal standards and project a favourable image of _____ (Insert Club Name).
- Refrain from public criticism of fellow Members.
- Abstain from and discourage the use of drugs, alcohol and tobacco products in conjunction with _____ (Insert Club Name).
- Refrain from the use of profane, insulting, harassing or otherwise offensive language while volunteering.
- Regularly seek ways of increasing professional development and self-awareness.
- Co-operate with the athletes' parents or legal guardians, involving them in their child's development.

You must:

- Ensure the safety of the athletes with whom you work.
- Respect others' dignity; verbal or physical behaviors that constitute harassment or abuse are unacceptable.
- Never advocate or condone the use of drugs or other banned performance enhancing substances.
- Never provide underage athletes with drugs, alcohol or tobacco products.

<p>I, _____ agree to abide by the following code.</p> <p>Signature: _____</p> <p>Date: _____</p>
--

9. Gym Facilities and Rentals

Gym times and facility rentals are one of the biggest challenges that Clubs face when running a volleyball Club. With the increasing numbers of participants and increasing number of age groups in the sport of volleyball, facilities are being stretched to their capacity.

This document provides each Club with a list of different options that may be available for them and make the process of gym rentals easier, helping Clubs to book a facility and be prepared for their upcoming season.

Creating a Facilities and Rental Coordinator or Director within the Club to manage the gym rentals can be beneficial and can ensure every team finds a facility.

9.1 Public School Gyms and Rentals

The best place to look for a facility for your Club is in a local school or school district. Some areas have a “community use of schools” policy which provides a facility at a not for profit rate charge during the week. On weekends, there is usually an additional charge for a custodian.

Generally, there is a Facility Rental Department within a School District that is in charge of renting gym facilities in schools. Depending on the School District and gym needs different fees will be incurred, such as per hour rental rate, administration costs, custodian costs etc. Be sure to find out what these costs are so you can budget accordingly.

Rental fee examples across Alberta School districts:

- Schools in Calgary are booked through the [City of Calgary](#)
 - [Rental Rates](#) vary based upon the size of gymnasiums
- Schools in Edmonton are booked through the [City of Edmonton](#)
 - Their minor rates are normally around \$44/hour
- Schools in [Medicine Hat](#)
- Schools in Lethbridge are booked through the [City of Lethbridge](#)

9.1.1 Requirements to Rent

Many school districts, if not all, will have an application form that must be submitted to receive a rental permit. However additional requirements are usually needed before you can rent a facility.

A common extra requirement to rent from schools is to have Liability Insurance. A minimum \$2 million general liability insurance that will cover the school district, users, and employees is usually required. The insurance may need to state that the school district is added as an additional insured.

NOTE: Volleyball Alberta can provide Clubs who are registered Members of Volleyball Alberta with an Insurance Certificate, so if needed please contact Julie Noel of Volleyball Alberta at info@volleyballalberta.ca. Also note some schools may require a Club be a registered and incorporated non-profit society.

Important Reminder: School Districts are very busy with bookings so it is strongly recommended to find out when you should apply for a facility permit, and apply well in advance.

9.2 Other Facility Options

If a public school gym cannot be booked, there are still many other facility options.

1. Community Gyms or facilities through your local Parks and Recreation department.
 - a. Contact your local municipality to find out what gyms space is available and the requirements needed to rent and the cost to rent the facility.
 - b. When approaching these facilities, be prepared and have a written list of basic equipment needed and the time frame requested. (Some facilities may not have the proper equipment to use - so ask first!)
 - c. Try to create a partnership with the community and not just be a ‘user group’
2. University and College Gyms
 - a. Contact your local College or University and find out the cost to rent these facilities.

- b. One option may be to contact the athletic department and partner with them to create your Club or receive sponsorship for free or discounted gym facilities.
3. Private School Gyms
 - a. Some Private schools provide reduced rates for school Members and non-profit community organizations
 - b. Contact these schools individually and also determine if a partnership may be able to be set up.

Remember that you are offering a service to your community, and be sure to explain that your programs are for youth sport, and keeping the cost low is important!

9.3 Practical Tips on Facility Rental

- Network within your Club
 - Volleyball is a school-based sport, therefore there will most likely be Members within your Club that will be connected to a school facility that may be able to help in the rental process.
 - Use your Members and contacts to assist in renting a proper facility
- Be respectful, and take care of the facility
 - Keep the facility clean, and treat it with respect to reduce the amount of complaints that your Club may receive.
 - Only use the equipment that has been discussed, keep all doors closed, supervise any children, do a walk-through of the facility before and after all sessions etc.
- Build strong relationships with schools and school administrators
 - This can make it easier to book gym rentals for some Clubs.
 - Try to create a partnership instead of being a “user group” with your rental provider.
- Provide thank you letters to administrators and rental providers
 - Provide Club updates and thank you letters to administrators and the rental providers to show your appreciation.
 - A thank you letter can go a long way in creating relationships and building good rapport with your rental provider.
- Team up with other Clubs to share facilities.

9.3.1 Club Facilities and Rental Coordinator/ Director Portfolio

(Insert CLUB Name) Facility and Rental Coordinator

ROLE DESCRIPTION

To organize, contact, and book facilities for Club practices and training sessions.

SKILLS/QUALITIES REQUIRED

- Good communication skills
- Good organizational skills
- Able to create innovative solutions

MAIN DUTIES

- Organize and determine all the gym time that is needed for each Club team for practices and training sessions.
- Submit facility permits and any forms necessary on time, including obtaining general Club liability insurance if needed.
- Liaising between the Club and the rental facility with any requests, complaints etc.
- Ensure all rental requirements and contracts are completed and carried out.
- Actively search for future facilities and opportunities to be partners with facilities and not just a 'user group'.
- Liaising between the President and certain committees.
- Fulfilling the requirements of the portfolio/duties assigned.
- Assisting and advising other Board Members on their portfolios.

COMMITMENT

- Enter the amount of time and commitment needed.

9.3.2 School Partnership Proposal Template

***Have Letter Head with Club Logo/Name etc. ***

Name
Principal
School Name
City/Town

Date,

Dear (Principal),

We at _____ (Insert Club Name) would like to offer you and your students the opportunity to become involved in our Volleyball Program. This program is aimed at introducing volleyball to your students through your PE program and offering your students an extracurricular activity.

Our Club currently has a boys program and a girls program for U14 to U18. <Provide more Club information as needed>.

We are looking to expand our program by creating links with schools and creating an Atomic Volleyball program. Our proposed partnership with (Insert School Name) would be to assist with running and coaching volleyball sessions at the school. We are aware that (Insert School Name) currently offers (or currently does not offer) a volleyball component at the school and we would like to run some volleyball sessions during your scheduled PE classes in return for practice times for our Club teams.

We would provide experienced coaches to assist your PE staff with the classes and if need be provide some equipment such as balls. Further to this we would be willing to assist with developing an after school or extracurricular Atomic program for your students.

We are willing to provide coaching courses to your staff and offer any other resources you may find useful. At the same time, we would like to invite you and your staff to either watch or participate in one of our Club training sessions.

A partnership such as this benefits your students, by offering them the opportunity to be taught by experienced coaches, revealing other opportunities for further development in volleyball, as well as providing them with the chance of gaining lifelong skills and friendships. Your own staff will also gain from the coaching at little or no cost to the school. It would also provide _____ (Insert Club Name) with a facility to deliver the Clubs goals and mission statement of (Insert Club Mission Statement).

I look forward to contacting you in the next few days to arrange a time to discuss a potential partnership with (Insert School Name). In the meantime, should you wish to contact me I can be reached at the _____ (enter phone number) or _____ (enter e-mail address) and would be happy to answer any questions that you may have.

Sincerely,
Insert Name
Development Coordinator (Insert Club Name)

10. Equipment

10.1 The Essentials

The bare essential equipment that a Club will need are: a) Volleyballs, b) Uniforms, c) Medical Kit.

At the start of a Club's existence equipment is one of the few major expenses a Club will incur. However, there are ways to reduce this cost. For example:

- Borrowing/using school equipment,
- Asking University and Varsity programs for any 'lightly used' equipment, or
- Acquiring a sponsor for uniforms to help the initial costs.

However, by buying quality equipment early on can save a Club money in later years, by fewer times replacing worn out equipment (if you can get a sponsor to do this, even better!). Please visit Volleyball Alberta's website to shop or Contact VA for a list of brands and styles that are currently used and where to purchase them.

10.2 Uniforms

In regards to Team Uniforms, be sure to check the current edition of the Volleyball Canada Rule book for the uniform regulations. Also there are different options for jerseys. The Club can charge Members for their jerseys, and Members can keep them after the season, or you may want to distribute uniforms that are then returned at the end of a season to be re-used every year.

10.3 Medical Kit Inventory List

The Essentials:

- Emergency Action Plan Information
- Confidential Player Information Cards
- Band- Aids (Various Sizes)
- Athletic Tape (minimum of 3 rolls)

- Pre-wrap
- Chemical ice pack (min. 2)
- Bags for ice
- Universal scissors
- Butterfly bandages
- Elastic tensor bandages
- Antibiotic Cream
- Blister pads
- Sterile Gauze pads
- Skin Lubricant
- Latex Gloves
- Foam padding (1 inch thick)
- Blister pads/ moleskin

Optional

- Nail clippers
- Vaseline
- Muscle heat/cooling cream
- Tweezers
- Other medical scissors or shears
- Cell phone
- Cotton balls/ nose plugs
- Hand Sanitizer
- AED

11. Fundraising & Sponsorship

With limited funding and support, volleyball Clubs often need to charge Members a fee that covers the cost of the Club. This section outlines ways that your volleyball Club may be able to raise money through fundraising and sponsorship, to help reduce any fees Members must pay.

There are several different ways to raise money some are:

- Fundraising events (car wash, selling food, socials or dinners, silent auctions etc.)
- Donations
- Grants & Gaming Funds
- Sponsorships

* Clubs should try to use as many ways as possible to raise the necessary funds necessary.

11.1 Fundraising Events

No matter the fundraising event, it is important that the event is planned and organized to ensure a successful event. The steps to setting up fundraisers are:

1. Determine exactly what the funds are being raised for and the amount they wish to raise.
 - Identify the purpose and goals.
 - Where will the funds go?

2. Budget and make timelines for your event.
 - o Ex. Club wants to raise \$750 by November 30th.
3. Create a strategy and an action plan.
 - o Run concession at Club tournament with the help of parent volunteers and hold a silent auction and dinner before the season. Getting auction items by donation through parents and network.
 - o Market and promote the events.
 - o Ensure you have enough volunteers.
4. Do it!

A successful fundraising campaign involves more than preparing a goal and a plan. It is important that there are enough people to help with the event. Some Clubs may have a Fundraising Committee, which organizes the campaign and sets the ball in motion. However, if you can spread the workload and have a few extra hands to help out leading up to the event, it will be easier for all involved. It is important that all involved are aware of the event and what their tasks entail as well as ensuring that they are committed to the project. Working to a timeline will help keep things on target. The method of fundraising that you select should relate to the fundraising target. For example, you should try to make the event something that the Members can be involved in- i.e. washing cars, selling chocolates etc. It should be something that is not beyond the resources of the Club or on a day where people are likely to be occupied with other events.

11.1.1 Fundraising Policy Template

1. Introduction

The Fundraising policy is to organize fundraisers to have consistency and ensure proper representation in the community. It will also clarify the collection of admin fees as a source of revenue for the Club.

2. Process

1. _____ % of all fundraising money will stay within the Club to offset administration costs (this will exclude concession funds raised during individual team tournaments).
2. _____ (Insert Club Name) Club Fundraising Coordinator must receive the following information from each team/Club at least one week prior to the event: Location of event, date, time and purpose of holding the event. Within one week of the event the amount of money raised is to be provided to the coordinator.
3. Fundraising information will be kept by _____ (Insert Club Name) the Club Fundraiser Coordinator for the duration of the Indoor Age Class season.
4. At each fundraising event, the individuals/teams involved must include visuals to indicate their involvement with the _____ (Insert Club Name) Club and/or their team.
5. While at each fundraising event, each individual involved must present themselves properly to the public. Clothing, headwear, and language that may cause the _____ (Insert Club Name) Club to be misrepresented, or develop a negative image will not be tolerated.
6. All money raised by a _____ (Insert Club Name) team will remain within the team. Under no circumstances will that money be removed from the team.
 - o (ex. The 18U Boys team has raised money for several months to reduce the costs of sending their team to a volleyball event, and midway through the season, a family chooses to no longer be a part of the team. The money raised by that family will remain a part of the 18U Boys Volleyball Team)

Sponsors

7. All sponsors received by an individual player will be used towards their own player fees for the year.

8. All sponsors funds/donations received by the team from outside organizations/individuals will remain with the team it was donated to. Under no circumstances will that money be removed from the team.
9. The Club secretary will be notified about any public team or team/players sponsors to allow the Club to recognize sponsorship and approve that the sponsor is appropriate to represent the _____ (Insert Club Name).

NOTE: If a sponsor does not want to be recognized please notify the Club.

11.2 Donations

People give donations for various reasons. There are charitable trusts and foundations, corporate companies and individuals who are willing to donate money to sports Clubs. When seeking donations, the Club should have a business proposal to present to prospective donors. This proposal should tell the donors what the Club is about and why it would benefit from such a donation. Have a list of potential donors that you want to approach. It is important that you target the right donors. Usually they are people with an interest in volleyball or in what your volleyball Club has to offer them. One great target donor group is former alumni of your Club program. Keeping alumni involved and up to date with current Club matters and results, are one way of continuing a Club's tradition, and you may find that due to their past experiences with your Club they are willing to help out and support the Club for years to come.

Once you have compiled a list of possible donors approach them either personally with your proposal, or by mail and then follow it up in person. It is important to have the right people making the presentations. They should be knowledgeable about the Club and its plans, as well as be prepared to answer any questions that are posed. Ensure that you thank donors for their time and the contributions that they make. This can be done in person, at award ceremonies, through your newsletter or website or with advertising. Donor recognition further encourages the relationship between the donor and the Club, fostering the connection for future donations.

Remember that as with fundraising, you need to set goals, make plans to help you carry out your goal, determine the resources that are available, budget for the plan and the strategy that will raise the funds.

11.3 Grants, Proposal Writing, and Gaming Funds

Grants are funds that you can apply for through established trusts or organizations. They usually require you to complete an application form that asks you to detail the reasons why you should receive the grant. The project that you are preparing needs to be outlined, listing its duration, who or what is involved, the budget associated with the project, and whether it is a once-off project and whether there will be funds to continue it when the grant money runs out. You need to plan and be clear about your objectives when completing these applications. There are usually many more applications vying for a share of the grant than there is money available, therefore it should not be prepared at the last minute.

There may be a number of grants available to your Volleyball Club that you are not aware of. These grants may be through local community groups, local governments and councils, charities and trusts, corporate companies, and sports authorities.

Grant Writing Tools and Resources

- <http://www.albertasport.ca/grant-funding-programs.aspx>
- Free Web-based grant-writing resources, including sample proposals:
<http://www.npguides.org/index.html>
- A Beginner's Guide to Grant Writing:
<http://www.grantnet.com/HelpfulReports/securingfunding.pdf>

11.3.1 Gaming Funds Application

Non-profit organizations providing programs of direct benefit to the broader community are available to apply for Gaming grants. These Community Gaming Grants can be up to \$100,000, and are very helpful when governing a Club. However, with only 1 application per year, they must be filled out correctly to receive the funds. It is extremely important to know the deadlines, and what is exactly required of the application before applying, so be sure to use the documents and checklists provided by the government.

The Provincial Government offers a detailed webpage and provides the necessary resources on how to complete a Gaming Grant Application. For more information about Gaming Funds see the provincial website at: <http://aglc.ca/charitiesandnonprofit/default.asp>

11.4 Sponsorship

Sponsorship is an agreement or partnership between two parties, both of which seek mutual benefits. They usually involve a contract with specific conditions outlined for both parties. For your Club to seek sponsorship you need to have something to offer to your potential sponsors. Like grants – the funds available for sponsorship are limited with many others making requests for the same resources that the sponsor has available.

As a volleyball Club you may be seeking sponsorship for the following:

- to assist a specific team,
- to help with Club finances,
- to purchase equipment,
- to rent facilities
- to cover accommodation or travel costs

Sponsorship may be arranged as products or services rather than money in exchange for the benefits your Club has agreed to offer. The aim of most sponsors is to increase the productivity of their business. What is there that you can offer the sponsor? More than likely it will be exposure and the advertising or promotion of their product.

11.4.1 What to include in a Sponsorship Package/Proposal

The sponsorship proposal should never be generic. A cover page with the Club's logo and the business/organizations logo is a great way to symbolize the document in seeking a partnership with a valued business. Things to include in your Club's Sponsorship proposal are:

1. Name of Club, location and Club mission statement.
2. History of the Club and milestones.
3. Assets: gym partnerships, equipment, etc.
4. Key figures: Membership numbers, website visits, social media audience, number of teams, age groups, details on number of games and how many people attend.
5. Benefits of Sponsorship – what will sponsorship offer the business – increased sales? Brand awareness?
6. Sponsorship – what is included? – Is there one level or many (gold, silver, bronze etc.)? What are the prices? Any customizable options?
7. Other Club sponsors and partnerships – include any sponsors here that you think would be seen as validation that sponsorship with your Club is a worthy endeavor. Or any partnerships with government departments or charity foundations.

8. Testimonial – If you can get any of your current sponsors to provide a testimonial, this can be a very powerful tool.
9. A follow-up time and date.

11.4.2 Sponsorship Proposal Letter Template/ Sample

***Have Letter Head with Club Logo/Name etc. ***

Name
 Job Title
 Company Name
 City/Town

Date,

Dear (Name),

We at _____ (Insert Club Name) would like to offer you and your company the opportunity to become involved in our Volleyball Club Program. Our Club is aimed at <Enter Purpose/mission/ and Location>. A sponsorship with your company would provide great benefits to both you and _____ (Insert Club Name).

Our Club currently has a boy's program and a girl's program for U14 to U18 with ____#____ Members. _____ (Insert Club Name) currently has ____#____ website visits a month and has a social media audience of ____#____. <Provide more Club information as needed, including Club Figures >.

By teaming up with _____ (Insert Club Name), we will provide (Enter Company) with an opportunity for increased brand awareness, (explain how), increased sales... (Any other benefits the company will receive.)

Our Sponsorship Packages are as follows:

- Gold: Create yourself example \$1000 = logos on team jackets and bags
- Silver: \$250 = direct link to your company on our website and logo's on ...
- Bronze: \$100 = shout out on our social media platforms

Please consider this proposal a starting point as may be other opportunities to be explored. Thank you and I look forward to hearing back from you at your earliest convenience.

Sincerely,

Club Contact Name
 Phone number
 Address
 Email

12. Financial Management

Good financial management is critical for your Club's survival and is an important part of good governance. It involves being able to review financial information, effectively manage funds, implement sound financial practices and understand your Club's financial position and obligations. Often Clubs appoint a Treasurer with some accounting experience to take on this responsibility. However, every Board Member should have an understanding of a Club's accounts and financial reports. This knowledge will help with strategic planning, accountability, corporate governance and effective risk management.

12.1 Role of the Treasurer / Financial Director

The role of the Treasurer is to manage all the income and expenditures pertaining to the Club. It is advisable that the person filling this role has the adequate financial skills to fulfill this position. Without a well-supervised budget, a Club could easily find itself in financial difficulty. A Treasurer is responsible for maintaining all records, and ensures dues are paid by all Members and the funds go toward the proper areas of the budget. They will also supply the Board with financial statements of the Club actions at every Annual General Meeting and as required from the Board.

12.1.1 Job Description for Club Treasurer

(Insert CLUB Name) TREASURER

ROLE DESCRIPTION: To 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. The Treasurer will manage (insert Club name) Club's finances and maintain accurate financial records.

SKILLS/QUALITIES REQUIRED

- Must be honest and reliable and bondable.
- Experience of producing accounts and budgets is desirable.
- 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 --

MAIN DUTIES

- Responsible for all Club finances.
- To produce an annual budget and monitor expenditure.
- Be responsible for payment of any monies to and from the Club; providing receipts and keeping an up to date record of transactions.
- To produce an end of year financial report for the AGM.
- Regular report to the committee on the financial position of the Club or on the Board of Director's request.
- Shall have custody of all funds, securities, evidence of indebtedness and other valuable documents and shall deposit funds and securities in the name and to the credit of the Club in a bank.
- Shall retain an accurate account of all funds received and disbursed by the Club.

COMMITMENT

Attend AGM and have ongoing responsibility for Club accounts.

12.2 Club Team Manager's Role

Generally, each Club team will have a Team Manager that will oversee the administration of the team. The manager will have an important financial role within the Club and is responsible for collecting, banking and distribution of all funds. It is important to identify a qualified Team Manager, as the need for proper budgeting and accurate and timely reports is essential. There may be multiple team managers but ensure the manager who is responsible for the financial records is competent and comfortable with their role.

In most cases, it is up to the team to raise their own funds. Fundraising efforts should be determined on need and parents' commitment. Fundraising is discussed in more detail in the Fundraising, and Sponsorship section.

Team Members may also pay team fees; it is the responsibility of the Manager to inform Members of these fees, as well as collect them. At the beginning of the season there should be a clear outline of:

- How much the fees are.
- What will be covered and will not be covered by the fees.
- Payment options.
- Deadline for paying the fees and consequences for late payments.
- Who the fees must be paid to.

12.3 Budget

The budget is important for cash flow planning as well as for financial review. Given the seasonality of Club Volleyball, it is essential that some review is undertaken to ensure the Club can pay its debts on time.

The budget can be as simple as a one-page document with month columns across the top, and expected income and expenses filled in on the appropriate month. If you have access to a computer, an excel spreadsheet is the most efficient tool for preparing a budget.

Consider these points when preparing your budget:

1. Is the timing of Membership income correct? Despite Membership fees being due in a certain month, it may take another few months for all the fees to be paid.
2. When sponsorship money (if any) is received? Some sponsors will pay a set amount each month rather than in a lump sum.
3. Is the dollar value estimated for expenses realistic? The results from prior years may provide a guide, however some expenses may increase each year.
4. Are any expenses dependent on the number of Members? If so, the budget should be adjusted for any differences once the number of Members for the year is known.
5. Your budget should include initial large expenses such as stocking a canteen with drinks.

You should ensure that there is always a minimum balance in the bank for any emergencies that arise.

12.3.1 Budget Samples and Templates

The Following are samples that can be created into an Excel document to manage your Clubs financial records.

Budget Sample 1

Budget Financial Statement - Fiscal _____ to _____

Revenues	\$
Club Dues	
Team Training funds	
Nationals/provincials/travel	
Camps	
Warm-ups sales	
Tryouts	
Team Training	
Gaming Funds	
Interest & Van city share earnings transfer	
Total Revenues	\$-
Expenses	
Travel & Nationals fees	
Tournaments (including REG & PROV)	
Camps	
Gym Rental	
Equipment	
Warm-ups	
Uniforms	
VA Memberships	
NCCP & coaches clinics	
Coaches per diem	
Supplies & Administration	
Website	
Banking	
Scholarship Awards	
Team Training	
Miscellaneous	
Total Expenses	\$-
Net Revenues including Gaming Funds	\$-
Less Gaming Funds	
Net Expenses	\$-
Net Revenues without Gaming Funds	\$-

Budget Sample 2

Budget Financial Statement -
Fiscal MTH/YR to MTH/YR

Revenues	Budget	Projected Act	Actual	ACT vs BUD	Comments
Club Dues	\$-		\$-	\$-	
Travel (including nationals entry fees)	\$-		\$-	\$-	
Camps	\$-		\$-	\$-	
Warm-ups sales	\$-		\$-	\$-	
Team Training Funds	\$-		\$-	\$-	
Tryouts	\$-		\$-	\$-	
Gaming Funds	\$-		\$-	\$-	
Interest & Fundraisers	\$-		\$-	\$-	
Total Revenues	\$-	\$-	\$-	\$-	
Expenses					
Travel	\$-		\$-	\$-	
Tournaments, REG, PROV	\$-		\$-	\$-	
Camps	\$-		\$-	\$-	
Gym Rental	\$-		\$-	\$-	
Equipment	\$-		\$-	\$-	
Warm-ups	\$-		\$-	\$-	
Uniforms	\$-		\$-	\$-	
VA Memberships	\$-		\$-	\$-	
NCCP & coaches clinics	\$-		\$-	\$-	
Coaches per diem	\$-		\$-	\$-	
Supplies & Administration	\$-		\$-	\$-	
Website	\$-		\$-	\$-	
Banking	\$-		\$-	\$-	
Scholarship Awards	\$-		\$-	\$-	
Training	\$-		\$-	\$-	
Miscellaneous	\$-		\$-	\$-	
Total Expenses	\$-	\$-	\$-	\$-	
Net Income	\$-	\$-	\$-	\$-	

Sample Revenue/ Expense Team Budget Sheet 3

Revenue	Details	Amount
Club Membership Fees	12 Athletes x \$500	\$6000
Invitational Tournament	8 teams @ \$150/ team	\$1200
	Food Concession	\$100
Raffle	75 tickets @ \$1 each	\$75
Car Wash		\$100
Sponsors/ Donations		\$400
Total		\$7875

Expenses	Detail	Amount
VA and Volleyball Canada Registration Fees	12 Players @ \$55/player	\$660
	2 Coaches @ 55/coach	\$110
Performance Bond	More than 3 teams = \$500	\$500
Tournament fees	3 tournaments @ \$275 each	\$825
Provincial Championship fees	\$500	\$500
Training Facilities	15 wks. for 2hr/wk. @ \$40/hr.	\$1200
Equipment	Volleyballs 12 x \$70	\$840
	Uniforms 12 x \$75	\$900
	Rulebook 1x \$15	15
Transportation (Gas/ Rentals)	4 2-day tournaments @ \$100/ Day	\$800
Total		\$6,350

Total Revenue		\$7,875
Total Expenses		\$6,350
Carry Over		\$1,525

Carry Over could be used for the following:

- Coach Honorarium
- New Equipment
- Refund back to all Members
- Etc.

12.4 Team Account

A team account should be set up at the beginning of the season with a recognized Canadian financial institution. Many institutions have special team/organization/society accounts with reasonable service charges (sometimes none) that the team should consider when selecting an account.

When working with a team account it is especially important to implement numerous checks and balances to ensure that the funds are managed based on the teams agreed upon budget, and to ensure that funds are in no way misappropriated.

Checks and balances may include

- Ensure that the account requires two signatures. Generally, the signature of the Team Manager and a parent (maybe Board Member). The two individuals (and any others that have signing authority) should not have a personal relationship or connection outside of the

- team. This separation of duties means that no single person is responsible for a transaction from start to finish.
- The Team Manager and the parents should receive a copy of the account's monthly statement and they have the right to ask financial questions at any time as it is their money in the account.
 - Any unforeseen payments that arise should be discussed with the parents before any transaction takes place.
 - Ensure receipts are obtained or a copy provided for all transactions that take place. In general, receipts should be numbered in order for easy tracking and should contain the following information:
 - Date of transaction;
 - Service rendered / purpose of payment;
 - Company owing payment;
 - Company receiving payment;
 - Signature of individual accepting payment;
 - Amount;
 - Form of payment.
 - When writing a cheque, the description line should always be filled out; and, if one is available, write the invoice number on the cheque. When selecting an account type, the team may want to select an account that will return used cheque with the monthly statements so that these notes are available for justification.

12.5 Petty Cash

All Clubs will need to have cash on hand to pay for minor expenses. This is generally referred to as "Petty Cash". Best practice management of petty cash requires some form of record keeping or monitoring to ensure that money in and money out is accounted for.

Maintaining petty cash

The simplest way to maintain petty cash is to keep a tin with a standard amount or "float". The amount will vary depending on whether you need a lot of change on hand (for example if you run a concession) or whether the cash expenses are infrequent and minor.

Petty cash should be reconciled regularly, and replenished if the amount in the tin is too low, or banked if the amount in the tin is too high. The general principle is that at most times you would like for the tin to hold roughly the float amount.

Records can be kept either via a book with columns ruled in it, or via the use of "petty cash slips" which are completed when money goes in or out of the tin. A book of petty cash slips can be purchased from most newsagents.

Tips for good petty cash practice

- When money is removed from petty cash a slip should be filled out detailing who took the money and why.
- The receipt should be returned (along with any change) and stapled to the petty cash slip.
- When money is added to the tin (say drink sales for the day) a slip should be filled out detailing the source of the money and the amount (egg. "\$21 drink sales")
- On a regular basis the petty cash should be "reconciled" – i.e. take the opening balance, add money in, deduct money out and check that the resulting balance is equal to the cash in the tin.
- There will be times when there is little or no money in the tin. An amount equal to the required float should be withdrawn from the bank, a petty cash slip filled out,

- and added to the tin.
- At other times there may be too much money in the tin. Take out the excess, fill out a petty cash slip and bank the excess.

When financial statements are prepared, a summary of the petty cash transactions needs to be prepared so the income and expenses can be incorporated into the financial statements.

12.6 Financial Policy Templates

12.6.1 Club Financial Policy Template 1

_____ (Insert Club Name) Membership Fees

1. The _____ (Insert Club Name) Board of Directors shall set the annual Club Membership fees. In most cases, a minimum of half of the Club fee shall be paid upon registration with a team, the actual amount to be specified by the Board. Any remaining portion must be submitted to the Club no later than _____ of the same year.
2. Special considerations may be made in accordance with the _____ (Insert Club Name) Financial Needs Assistance policy.
3. The Board of Directors shall determine how Club Membership fees shall be applied to the costs associated with operating the Club. Club fees will, at a minimum, cover the costs of the following:
 - a. Volleyball Alberta/Canada Membership (players and coaches)
 - b. Tournament registration (to a maximum set out by the Board)
 - c. Practice facility rentals
 - d. Coaching expenses
 - e. Uniform packages (player and coaches)
 - f. Fusion Performance Program (conditioning, nutrition and mental training)
 - g. Equipment (balls, ball carts/bags, medical/tool kits, nets, posts, antennae)
 - h. Club administration
 - i. Insurance
 - j. Marketing and communications
4. A discount of \$50 per player shall apply to the Club Membership fee for a second and any additional player from the same immediate family.

Players joining mid-season

5. For players joining teams after the normal registration date, the Director of Finance/ Treasurer will assign, on a case-by case basis, a percentage of the full player Membership fee (up to 100%) to be charged. The amount charged will cover a full uniform, registration costs and a portion of remaining fees based on the expenditures to support the team to date.

Practice Player

6. A practice player is one who attends all team practices but is not eligible to travel with the team to play in tournaments.
7. Practice players will pay 50% of the regular Membership fee. Fees will include a practice t-shirt. The cost of a full uniform (if player wishes one) will be additional.

Refunds

8. Club fees are non-refundable. An exception will be considered in situations where an athlete experiences significant injury or health issue documented by a physician that precludes their participation for the remainder of the season. In this situation, the Club will consider all committed expenses to determine any possible pro-rated refund.
9. Such refund will be no greater than 50% of the Club registration fee. Team fees already paid will be considered nonrefundable.
10. Outstanding team fees may be deducted from any possible refund amount.
11. _____ (Insert Club Name) will only consider Membership fee refunds based

on a written request submitted to the Club's Director of Finance.

Non-payment of Club Membership Fees

12. If a player is in arrears (Club has not received payment by published due dates), the following steps will be taken:
 - a. Director of Finance will contact parent/guardian to request payment. Any _____ (Insert Club Name) fees are the responsibility of the parent/guardian.
 - b. If payment is not forthcoming within two weeks of the request, the Vice President and team head coach will be informed. The parent/guardian will be given another two weeks to provide payment to the Club, after which the Club will declare the player to be not in good standing, suspending the player from participation in any team or Club activities. This will be communicated via all email addresses provided by parent(s)/legal guardian and player.
 - c. In order for the player to return to the team, any outstanding fees must be paid in full by credit card, cash or other certified forms of payment. In instances where a family has outstanding Club and team fees, payment of Club fees must take priority.

Team Fees and Financial Management

13. The balance of the costs associated with participation in the _____ (Insert Team Name) shall be established as the team fee or be the responsibility of the individual.
14. Each team must establish and manage a team budget. Team expenses shall be divided equally amongst team players representing their 'Team Fees'. Team Fees will be covered through a combination of sponsorship, fundraising and direct payment by parents/guardians.
15. Each team must establish a team bank account with an accredited financial institution. The account must require two signatures from team parents from different families, one of whom must be the team manager. All funds collected by the team (fundraising proceeds, sponsorship, team fees) must be deposited to the team account and all team expenses must be paid from the account based on receipts provided to the parent managing team finances.
16. Team expenses outlined in the budget should include:
 - a. Entry fees for tournaments not covered by Club Membership fees
 - b. Tournament travel and accommodations costs
 - c. Coach travel expenses
 - d. Costs for hosting exhibition games (facilities, officials)
 - e. Loss or damage to balls/equipment
 - f. Optional team-wide gear
 - g. Team events (team bonding activities, year-end parties)
 - h. Team sponsor and coach thank-you gifts
 - i. Team fundraising costs
17. Additionally, any fines or sanctions charged to the team must be reimbursed to the Club from team fees. This includes any penalties charged to the team for withdrawal from tournaments.
18. A minimum of a mid-season and year-end financial report is to be distributed to all team parents. A copy of these statements must be provided to the Club Finance Director. At the end of the season, any remaining funds are to be distributed as per the majority agreement of the team's parents.

12.6.2 Club Financial Policy Template 2

General Provision

The Board of Directors/ Treasurer shall decide all matters pertaining to the finances of the Association, bearing the responsibility to conduct the financial affairs of the Association in a sound business-like manner. The Board shall adhere to the following policies:

1. May institute policy relative to the preparation and acceptance of an annual budget, periodic and annual presentation of the financial reports, and an annual review of the accounting records of the Club.
2. Shall determine Club Membership dues in accordance with the costs associated with maintaining the Association.
3. May plan or recommend the raising or accumulation of revenue from sources other than those stated in this article.
4. To equalize the benefits of the Club for all participants, solicitation of funds shall be for the Club and contributions to individuals or teams shall be subject to approval by the Board of Directors/ Treasurer.
5. All funds, to which the public, Members, or participants have contributed for the specific purpose of financing stated objectives of the Club, shall be used solely for those purposes and separate records of such funds shall be maintained.
6. The fiscal year of the Club (the Governing Board and each sports committee) shall be from _____ of each year until _____.
7. Each team must prepare and present to the Board of Directors/ Treasurer a pre-season budget at least 30 days prior to the start of the season. Budgets must include, but are not limited to, all potential revenue (registration fees, fund raisers, camps, etc.), and all potential expenses for each season. Each team will obtain Board of Directors/ Treasurer approval of all registration fees and budget prior to publishing any information regarding fees or accepting any registrations. Each team must also provide a post-season financial report for review within 30 days of the season closing.

13. Risk Management

Risk management policies are intended as guideline for how a Club or organization will identify and manage certain risks. A risk is the possibility of something occurring that will have a negative impact on the group's collective objectives.

There are always risks within any sporting activity however with proper planning and policies in place it is possible to reduce the risks within the sport of volleyball. Risks are not limited to only physical harm but also emotional, financial and environmental.

Risks that can be covered by a risk management program include:

- Legal risks – losses and costs arising from legal actions for breach of a common law or statutory duty of care;
- Physical risks – injuries to participants and the public;
- Financial risks – increased insurance premiums, costs associated with injuries for business reasons, loss of financial stability and asset value, replacement costs and earning capacity and increased external administrative costs;
- Moral and ethical risks – loss of quality of participant experience and confidence, adverse publicity and damage to Club image or Club reputation.

Risk Management Policies should be reviewed and updated as necessary through the Boards Approval if/when a new risk has been identified.

13.1 Purpose and Objectives of the Policies

Every Risk Management Policy should have a clear identified Purpose. It should explain the reason to adopting and creating the policy. An example of a general risk management policy is:

The purpose of the risk management policy is to ensure the safety of participants and Club Members and promote a safe and positive sporting environment for the participants to enjoy the sport of volleyball.

Once you have a clear purpose, it is important to identify the objectives of any risk management policy. A sample of objectives of a risk management policy for volleyball Clubs is:

- To reduce the incidence of injury to participants, officials and other persons associated with Club volleyball competitions and activities.
- To provide a fun, healthy and safe sporting environment for individuals to participate and enjoy the sport of volleyball.
- To minimize potential Club liability as a result of poorly managed Club competitions and activities.

13.2 The Risk Management Process

When reviewing or creating a more in depth Risk Management Plan you should follow the following steps to ensure an in-depth analysis:

The Steps in the Risk Management Process are:

1. Identify your Risks
 - a. Determine the different types of risks.
 - b. A 10 minute 'brainstorm' at a Board meeting can help identify different risks for different areas among a Club.
2. Assess Your Risks
 - a. Identify if the risk is certain, likely, possible, or not likely.
 - b. Also identify the consequence of the risk. Whether it is minor, moderate, serious, or catastrophic.
 - c. This can help determine what needs to be implemented whether it is a serious risk or simply a minor one.
3. Treat your Risks
 - a. Avoid the Risk: deciding not to do something.
 - b. Transfer the Risk: Sharing the risk with others (i.e. insurance).
 - c. Reduce the Risk: Providing procedures, good practices, and norms to help minimize the risk of something occurring.
 - d. Accept the risk: It is inherent that volleyball will have some risks involved in the sport (this is ok as long as this risk is within the Clubs tolerance of risk).
4. What are your risk management commitments?

Source:

- For more information on this and a more in depth look into Risk Management for Sport Organizations See the Legacies Now Document:
http://www.tribc.org/uploads/files/Risk_Management_Guide.pdf

NOTE: The 2010 Legacies Now Risk Management Guide for Community Sport Organizations has explained that the simplest, quickest and least expensive risk management measure that an organization can take is to become an incorporated entity, and Questions to ask are the following:

- Is our sport organization incorporated under provincial legislation?
- Do we have a Constitution and Bylaws that are clearly written and assist us in managing our affairs?
- Do we have a mission statement, vision statement and statement of values?
- Did we engage our Members in a dialogue when we were establishing these statements, or when we recently reviewed them?

There are several policies that can be included in your Clubs Risk Management Plan. This document contains many essential policies that pertain to and are directly related to volleyball Clubs. The policies below are not an exhaustive list, and are risk management policies that some Clubs currently implement as well as policies that can reduce the risk of potential and identified areas of risk that are currently not being met.

The policies below are only 'best practice' guidelines and Clubs should adopt and alter any policies to fit with the Clubs purpose and objective.

13.2.1 General Risk Management Policy Sample

Purpose:

The purpose of the risk management policy is to ensure the safety of participants and Club Members and promote a safe and positive sporting environment for the participants to enjoy the sport of volleyball.

_____ (Insert Club Name) Policy

1. _____ (Insert Club Name) aims to use best practices in risk management to support and enhance our activities in all areas of our Club.
2. _____ (Insert Club Name) will ensure risk management is an integral part of all our decision-making processes.
3. _____ (Insert Club Name) will identify and take advantage of opportunities as well as minimizing adverse effects to protect the Club and its Members.
4. _____ (Insert Club Name) will train our people to implement risk management effectively in all areas of our Club.
5. _____ (Insert Club Name) will strive to continually improve our risk management practices through a thorough review process.

Process:

6. _____ (Insert Club Name) will create a Risk Management Committee or have a standing Member on the Board of Directors serve as _____ (Insert Club Name)'s Risk Management Officer.
7. The Risk Management Officer/Committee will be accountable for the implementation of the risk management policy and will be responsible for the management of risks in the Club.
8. All key personnel are required to manage associated risks within their own areas of the Club.
9. The Risk Management Officer/Committee will develop and create a common risk management approach across areas of our Club by:
 - a. Communicating with all Members of the Club, associated risks and solutions.
 - b. Sharing information with Members and personnel on updates with Risk Management development.
 - c. Reporting on the progress to the Board and Members on the risk management program.

13.3 Club Screening Policy

Purpose:

1. In compliance with Volleyball Alberta's Screening Policy, _____ (Insert Club Name) has adopted a new screening policy. Screening Personnel is an important part of providing a safe environment for all Members and the _____ (Insert Club Name).
2. This policy is intended to set specific guidelines and requirements to ensure a mutually beneficial experience for all individuals within _____ (Insert Club Name).

Application of this Policy:

3. This application applies to all Club Members that are in a position of trust and authority or who work closely with athletes, who are 19 years and older.

Screening Tools:

4. _____ (Insert Club Name) may use any combination of screening tools it determines necessary to screen Club Members. Screening tools may include but are not limited to: interviews, application forms, reference checks, criminal record checks, and a Volleyball Alberta screening disclosure form.
5. Persons may also be required to submit personal and/or professional references. Potential volunteers are requested to provide signed consent giving _____ (Insert Club Name) the permission to contact the provided references.
6. _____ (Insert Club Name) approves the following methods to complete a criminal record check:
http://www.volleyballalberta.ca/sites/default/files/sites/About/Who_We_Are/Policies/Police%20Information%20Check-%20Website.pdf

General:

7. In accordance with Volleyball Alberta's Screening Policy, all potential volunteers and Club Members will be screened before they can be accepted and placed within a designated position of _____ (Insert Club Name).
8. All Club Members who work closely with athletes or are in a position of trust and authority must obtain a Police Information Check every 3 years and complete a Screening disclosure form annually.
9. Coaches, Managers, Trainers, and all potential volunteers must complete a Police Information Check every 5 years and complete a screening disclosure form annually.
10. If any person does not complete the screening process as outlined in this policy including a Police Information Check, the person will be deemed ineligible to participate in _____ (Insert Club Name) events, practices, or matches.
11. _____ (Insert Club Name) will not knowingly place a person who has a conviction for a relevant offence in a position of trust and authority or who works closely with athletes.

Procedure:

12. All Club Members are to submit their Police Information Check to _____ (Insert Club Contact Name). _____ (Insert Club Name) will keep all record confidentially on file in a secured area.
13. The Club Contact will review files and submit a list via email to the Volleyball Alberta staff screening employee of ALL completed criminal record checks and screening disclosure forms.
14. If a Police Information Check and/or screening disclosure form do not reveal a relevant offence, the Club contact will provide notice, and will keep the record and or forms on file in a secured area, and record the individual has completed the screening process in an annual record to be submitted to Volleyball Alberta.
15. If the Club contact receives a criminal record or screening disclosure form that reveals a relevant offence, the Club Contact will contact the person, inform the person the PIC or PVSC reveals a relevant offence, and request the person to declare details of the relevant offence. The Club Contact will forward the PIC or PVSC and declared details to the Staff Screening Employee.
16. The Volleyball Alberta Staff Screening Employee will forward the PIC or PVSC to the Executive Director for review. If necessary, the Executive Director will forward the PIC or PVSC to the Screening Committee for review.
17. The Screening Committee will make a decision based on the VBC Screening Policy and provide notice to the Club and person involved.

Relevant Offences

18. Any offence that is a 'Relevant Offence' under Volleyball Alberta's Screening Policy.

Records

19. All current and valid Criminal Record Checks and Screening Disclosure Forms are kept confidentially and are destroyed upon new documentation.

13.4 Emergency Action Plan

An Emergency Action Plan (EAP) is a plan designed by a sport coach to assist him or her in responding to emergency situations. The idea behind having such a plan prepared in advance is that it will help the coach, and others, respond in a professional and clear-headed way under stressful circumstances.

An EAP should be prepared for the facility or site where you normally practice and for any facility or site where you regularly host games. For away games, ask the host team or host facility for a copy of their EAP.

An EAP can be simple or elaborate, but should cover off the following seven items at a minimum:

1. Designate in advance who is in charge in the event of an emergency (this may very well be yourself, the coach).
2. Have a cell phone with you, with battery fully charged. If this is not possible, know exactly where a telephone that you can use is located. Have spare change in the event you need to use a pay phone.
3. Have emergency telephone numbers with you (facility manager, fire, police, ambulance, public safety) as well as contact numbers for your participants (parents, guardians, next of kin, family doctor).
4. Have on hand a medical profile for each participant, so that this information can be provided to emergency medical personnel. Include in this profile a signed consent from the parent/guardian to allow medical treatment in an emergency.
5. Have a First Aid kit accessible and properly stocked at all times. All coaches are strongly encouraged to pursue First Aid training.
6. Designate in advance a call person (the person who makes contact with medical authorities and otherwise assists the person in charge).
7. Be sure that your call person can give emergency vehicles precise instructions to reach your location or site.

14. Club Policies

14.1 Social Media + Online Communication Policy

_____ (Insert Club Name) understands that advancements of technology are enabling new forms of social interaction and social media is a popular communication tool for players, parents and coaches. _____ (Insert Club Name) is also aware that social media is a venue where inappropriate behavior and misconduct can occur. The following policies are meant to ensure the appropriate use of social media and online communication.

Texting, Email and Similar Electronic Communications

If it is necessary for a coach or staff member to send a direct text message or email to a player, the following guidelines must be followed:

- A parent (or guardian) must be copied.
- It must be signed so it is clear as to whom or what organization is sending the message. Just using the number or email address for identification is not sufficient.
- It should be non-personal and for the purpose of communicating information about team activities.
- It should never include or contain offensive, sexual or inappropriate language or photos.

- The time of day and the number of messages sent should be considered.
- Records should be kept of every coach’s current cell number and email accounts.

When a player feels the need to text or email a coach or staff member, the following guidelines must be followed:

- A parent (or guardian) must be copied.
- It should be sent only with information regarding the organization or team or Club activities.

Social Media (Facebook, Twitter, Blogs and Similar Sites)

- Coaches are not to have contact with players on any social media site.
- Players are never to post pictures of other Club Members or players that can be hurtful or embarrassing or without their permission.
- The use of any device of recording or transmitting visual images is strictly prohibited in showers, restrooms, changing rooms or other areas where participants expect privacy.
- Protecting the identity and privacy of all _____ (Insert Club Name) players is required.
- Do not post names, photos or identifying information at any time.
- Players and parents can “friend” the official _____ (Insert Club Name) page and coaches can communicate to players through the site. The communication must be open, transparent and professional in nature and for the purpose of communicating information about the team or Club activities.
- Social media sites should not be used to abuse or criticize the organization, Members or players.

14.2. Personal Information Protection Policy

Name of Club - Personal Information Protection Policy

_____ (Insert Club Name) is committed to safeguarding the personal information entrusted to us by our Members. This privacy statement outlines the practices we follow in protecting personal information.

This privacy statement applies to _____ (Insert Club Name) and to any person providing services on our behalf. A copy of this privacy statement is provided to any Member on request.

What is personal information?

Personal information means information about an identifiable individual. This includes an individual’s name, home address and phone number, age, sex, marital or family status, an identifying number, financial information, educational history, etc.

What personal information do we collect?

We collect only the personal information that we need for the purposes of providing services to our Members, including personal information needed for communication, promotion, and risk management.

We normally collect Member information directly from our Members. We may collect your information from other persons with your consent or as authorized by law.

We inform our Members, before or at the time of collecting personal information, of the purposes for which we are collecting the information. The only time we don't provide this notification is when a Member volunteers information for an obvious purpose (Ex. producing a credit card to pay a Membership fee when the information will be used only to process the payment).

How do we safeguard personal information?

We make every reasonable effort to ensure that personal information is accurate and complete. We rely on individuals to notify us if there is a change to their personal information that may affect their relationship with _____ (Insert Club Name). If you are aware of an error in our information about you, please let us know and we will correct it on request wherever possible. In some cases, we may ask for a written request for correction.

We protect personal information in a manner appropriate for the sensitivity of the information. We make every reasonable effort to prevent any loss, misuse, disclosure or modification of personal information, as well as any unauthorized access to personal information.

We use appropriate security measures when destroying personal information, including shredding paper records and permanently deleting electronic records.

Questions and complaints

If you have a question or concern about any collection, use or disclosure of personal information by _____ (Insert Club Name), or about a request for access to your own personal information, please contact _____ (Insert Club Contact Name).

Resources:

- <http://servicealberta.ca/pipa/documents/npworkbook.pdf>
- Build a Privacy Plan: <http://www.priv.gc.ca/resource/tool-outil/english/index.asp?a=regintro>

14.3. Bullying and Harassment Policy

_____ (Insert Club Name)
Bullying and Harassment Policy

1. Workplace conduct
Bullying and harassment is not acceptable or tolerated within _____ (Insert Club Name). All Club Members will be treated in a fair and respectful manner.
2. Bullying and harassment
 - (a) Includes any inappropriate conduct or comment by a person towards a Club Member that the person knew or reasonably ought to have known would cause that person to be humiliated or intimidated, but
 - (b) Excludes any reasonable action taken by a Club coach or supervisor relating to the management and direction of players or the place of training.

Examples of conduct or comments that might constitute bullying and harassment include verbal aggression or insults, calling someone derogatory names, harmful hazing or initiation practices, vandalizing personal belongings, and spreading malicious rumors.

3. Club Members must:

- Not engage in the bullying and harassment of other Members.
- Report if bullying and harassment is observed or experienced.
- Apply and comply with the Club's policies and procedures on bullying and harassment.

4. Application

This policy statement applies to all Club Members, including coaches, players, Directors, managers, volunteers, parents, and any other person performing a role within the Club. This policy also applies to interpersonal and electronic communications, such as email.

5. Annual review

This policy statement will be reviewed every year. All Members will be provided with a copy upon request.

14.4. Discipline and Complaint Policy

Purpose:

_____ (Insert Club Name) expects its' Club Members including coaches, players, managers, administrators, and parents to fulfill their obligation and duties that are set out in _____ (Insert Club Name)'s Agreements and Codes of Conduct. Irresponsible behavior can severely damage _____ (Insert Club Name)'s image and integrity within the community. Conduct that violates these values may be subject to sanctions pursuant to this policy.

Scope of Application:

1. This policy applies to all Members of _____ (Insert Club Name), including coaches, players, managers, Directors, administrators, parents, volunteers, and trainers.
2. This policy only applies to discipline matters that arise from _____ (Insert Club Name) business, activities or events, including but not limited to practices, games, tournaments, travel with the Club and any meetings.
3. Discipline and Complaints arising from outside _____ (Insert Club Name) business or events will be dealt with pursuant to other Club policies or will be subject to sanctions on the Clubs sole discretion on how the complaint adversely affects _____ (Insert Club Name)'s image and values.

General:

4. Coaches, managers, players, and parents are expected to follow their respective agreements and Codes of Conduct.
5. All Club Members may be sanctioned or suspended by the Club.
6. During out of town competition, or when President is not available, the head coach has the discretion to temporarily suspend a player for a serious violation of the Athlete Agreement.
7. The _____ (Insert Club Name) is authorized to review parents' actions regarding abusive or otherwise unacceptable behavior directed towards coaches, officials, opposing players, or other spectators. Appropriate action will be taken depending on the severity of the behavior. _____ (Insert Club Name) reserves the right to deny access of parents to the facility in which competitions and practices occur for inappropriate behavior.
8. The _____ (Insert Club Name) also reserves the right to dismiss a player based on poor attendance at practices and games. If the coach observes a continual issue of lack of attendance (with no sufficient warning), they may request the athlete be removed from the team. Any decisions will always come with a direct warning to both the athlete and the parents of the athlete from the coach and/or a Club coordinator before dismissal.

Sanctions:

The Committee may apply the following disciplinary sanctions singly or in combination, for major

infractions:

- a. Verbal or written warning;
- b. Verbal or written apology;
- c. Service or other voluntary contribution to _____ (Insert Club Name);
- d. Removal of certain privileges;
- e. Suspension from certain _____ (Insert Club Name) teams, events and/or activities;
- f. Suspension from all _____ (Insert Club Name) activities for a designated period of time;
- g. Payment of the cost of repairs for property damage;
- h. Removal of _____ (Insert Club Name) funding;
- i. Expulsion from _____ (Insert Club Name);
- j. Other sanctions as may be considered appropriate for the offense.

Reasons for Sanctions:

The following are reasons for possible sanctions and suspension for players:

- a. Use of drugs or alcohol.
- b. Causing damage to hotels/facilities that your teams travel to.
- c. Bullying or hazing of teammates.
- d. Lack of attendance.
- e. Failure to comply with curfews, or having friends in hotel room past curfew.
- f. Having other team or non-Club Members in hotel rooms without the coach's permission.
- g. Frequent use of foul language.
- h. Misbehaving on the bus; not complying to the rules of the road.

Minor Complaint Procedure:

9. A less serious complaint in nature may be communicated directly to the person involved.
10. Players are encouraged to communicate directly with their coach, parents are encouraged to help their children communicate appropriately with their coach.
11. If a parent wishes to communicate a complaint to the coach regarding controversial issues (playing time), they should discuss with the coach privately, away from the team, and ensure the heat of the moment has passed.
12. A coach or team may choose to have a parent liaison or manager that any complaint must go through the parent liaison.

Major Complaint Procedure:

13. A Member who wishes to lodge a formal and serious complaint against another individual must do so in writing addressed to the Club President, or if the complaint is about the Club President, then addressed to another Board of Directors.
14. On receiving a formal complaint, the President shall form a Discipline Committee with 2 other executive Members. The Discipline Committee should be made up of people with the least personal involvement with the person who the complaint relates to.
15. The Discipline Committee will review the complaint and undertake any necessary action as it sees fit. This includes but not limited to investigating techniques and interviewing other Members. The Discipline Committee will review each case on an individual basis, taking into account the unique circumstances
16. The person against whom the complaint is made will be invited to discuss the circumstances surrounding the complaint with the Board. Parents will be included in discussion of any complaints regarding a player. The person will be given an opportunity to respond to the complaint prior to any action taken.
17. The Discipline Committee will determine the appropriate sanction. Sanctions can include fines, suspensions, termination, or removal from position.

18. The individual involved in the procedure will be notified verbally and in writing within 7 days of the discipline committee's decision. The decision is immediately in effect once communicated to the individual. Members who refuse to abide by the discipline committee's decision will have their Membership permanently terminated.

14.5. Travel Policy Template

Each Club will have a different travel policy depending on your Club logistics and travel requirements and Club needs. However, it is essential that all Clubs have a policy in place. Below is a template with policies that are recommended, they are not required, and they may be modified to address specific preferences or Club needs.

_____ (Insert Club Contact) recognizes the importance of travel for competitive volleyball and expects respectable and mature behavior for our participants both home and away. _____ (Insert Club Contact) also understands the additional risk of misconduct during overnight travel.

General

1. The _____ (Insert Club Name) Travel Policy must be signed and agreed to by all athletes, parents, and Coaches travelling with the Club.
2. Travel to and from any local games or practices will be responsibility of each parent or legal guardian.
3. Travel to and from away events will be provided by _____ (Insert Club Name) for players and coaches only. OR will be the responsibility of each parent of legal guardian. (Choose one option or vary it)
4. Coaches and parent drivers will drive Members of the team using _____ (Either: personal vehicles or rental vehicles, hired transportation company, or combination). *An 'Away' event will be at the discretion of Club and the Team's Head Coach.
5. Team chaperones and/or drivers are volunteer Members of the _____ (Insert Club Name) and therefore must have completed the _____ (Insert Club Name) Screening Procedure.

Parent/Guardian Drivers

6. All drivers must have a valid driver's license, submit a clean drivers abstract to _____ (Insert Club Contact), have the necessary third-party liability insurance to be able to transport Members of the team, and complete the Parental Driver Authorization Form.
 - a. Clubs must set out the required 3rd party liability insurance amount; it is VA's recommendation that drivers have 3rd party Liability insurance of \$5 million dollars.
7. Drivers are required to have all emergency contact information for each passenger, as well as the Club emergency contact information.
8. Drivers must ensure all passengers must wear seat belts
9. The Driver will operate the vehicle in a safe, legal manner, and operate consistently with any driver license or insurance restrictions.
10. The driver agrees there will be no smoking in the vehicle.
11. The driver agrees not to use any hand held devices (E.g.: cell phones/ IPods etc.) while operating the vehicle.

Personal Vehicles

12. If a Club chooses to travel using personal vehicles, the driver must provide all necessary information to the Club in the parental driver authorization form prior to transporting any Club Members.
 - a. License plate number:
 - b. Year and make/model of vehicle

- c. Last date it was serviced
 - d. Insurance coverage
 - e. Seat capacity
13. All vehicles used to transport players must not be older than _____ (Insert year. Ex. 2004)
14. The vehicle must be in a safe operating condition.

Renting Vehicles

15. Clubs may implement a policy that cover the following:
16. All out of town/away events, Club parents and coaches will drive its Members using rental vehicles. (This is to ensure all vehicles are new and in a safe operating condition.)
17. Parents, coach spouses, player siblings, or any other passengers may ride with the team if there is extra room in a rented vehicle.
18. Drivers must ensure they have Rental Vehicle Insurance including a minimum of third party liability of \$1 million.
- a. Check with your Credit Card company as well as you may already be covered.
 - b. Note: to acquire rental car insurance and coverage the driver must be the one on the rental policy and be the person renting the car. Therefore, if a Club rents a car and a parent is the driver, the driver is not covered, unless the parent is the one on the rental agreement. Ensure the driver is one of the drivers listed on the rental policy!

Hiring Transportation

19. To avoid the possibility of personal liability in the event of an accident, VA recommends that teams travelling to and from away tournaments to enlist the services of a professional transportation company. (Your Club may or may not want to implement this)
20. Parents, coach spouses, player siblings, or other passengers may ride with the team on a chartered bus if seats are available and approved by administration. Additional passengers will pay for the cost of a seat.

Accommodation and Venue

21. Safety comes first for all participants; nobody goes alone to any destination.
22. Players are not to leave the competition venue, the hotel, a restaurant, or any other place at which the team has gathered without the permission/knowledge of the Head Coach.
23. Players are not permitted in coach's room alone, only as a team.
24. Rooms are to be assigned by coaches. Players are NOT allowed to switch with each other.
25. Curfews are set by the coaches and must be strictly adhered to by all players.
26. Players are to abide by all team rules and Codes of Conduct generally in effect.
27. Use of any illegal or controlled substance (alcohol, drugs, tobacco) will not be tolerated in any form whatsoever. Such use will be cause for immediate dismissal from the team.
28. Coaches and Parent Drivers are expected to share accommodation when possible.
29. Players must stay and use the accommodation that is provided by the Club, and may not stay with parents/ or relatives and cannot room with their parents at the hotel.
30. Regardless of gender, a coach shall not share a hotel room or other sleeping arrangement with an athlete (unless the coach is the parent, guardian, sibling, or spouse of that particular athlete).
31. There will be NO male players in female player's rooms and NO female players in male player's rooms (an exception may be made for siblings).
32. Players will be respectful to all teammates, parents, officials, coaches, and players from other teams when travelling with _____ (Insert Club Name).

Failing to comply with any of the above policies will result in disciplinary action at the Coaches and Club's discretion. This may include a player to sit out for a game(s), a suspension from the team, or even complete removal from the team and Club.

Please sign below to acknowledge that you have read and understand the above travel rules and guidelines.

 Players Name Player Signature

 Parent/Guardians Name Parent Signature

14.5.1 Parent Driver Authorization Form Template

(INSERT CLUB NAME) CLUB Parental Driver Authorization Form

All Parent/ Guardian Drivers are required to fill out the information below as well as provide copies of the following documents:

- Driver’s License
- Driver’s Abstract
- Insurance Certificate

Driver Information

Driver’s Name: _____ Age: _____
 Driver’s License Number: _____ Expiry Date: _____
 Class: _____

Driver’s Contact Information

Home Phone: _____ Cell Phone: _____
 Email Address: _____
 Address: _____

Vehicle Information

Vehicle Year and Make/Model	
License Plate Number	
Seat Capacity	
Last Service Date	
Insurance Provider	
Policy Number	
Third Party Liability Limit/ Coverage (Min of \$2,000,000)	

I have provided a copy of my driver’s license, insurance certificate, and Driver’s Abstract:
 _____ Yes _____ No

In accordance with (INSERT CLUB NAME) Travel Policy, it is the responsibility of the driver to ensure the following conditions are met:

- A. All passengers must wear seat belts.
- B. The vehicle must be in safe operating condition.
- C. The vehicle must be operated in a safe, legal manner, and operated consistently with any driver, license or insurance restrictions.
- D. There will be no smoking in the vehicle.

- E. The driver agrees not to use any hand held devices (E.g.: cell phones/ iPods etc.) while operating the vehicle.

Failure to comply with any Policy Above may result in the Driver Authorization to be revoked

Volunteer Driver Code of Conduct

- I agree to abide by the requirements of the Motor Vehicle Act and any Bylaws while acting as a volunteer driver for (INSERT CLUB NAME). I undertake to report to the (INSERT CLUB NAME) all accidents and any suspension of my license or change in my insurance status which may occur after the date of this authorization while it remains in force (i.e. current Club volleyball season)
- I have advised the insurance company that I have applied to serve as a volunteer driver. I hereby declare this vehicle is in safe condition for transporting players.
- I agree to operate the automobile referred to in a safe manner, to drive in accordance with the Motor Vehicle Act, to limit the number of passengers to the number of seatbelts that are usable and comply with the Club's Travel Policy.
- I accept the above conditions and certify that the information contained in this application is accurate.

Parent/Guardian Name

Parent/Guardian Signature

Date

14.6 Risk Management Checklist

	Yes	If No, why not?	Detail action required to address no responses
Do you review your risks on annual basis?			
Is there a written risk management policy for your Club?			
Do you review your insurance policies as part of your review of risks?			
Have you discussed and reviewed the need for the following insurance cover i.e. Public Liability, Professional Officers, Officers and Directors, sports injury, travel, building and contents?			
Do you review your insurance for special events?			

Have you completed an independent review of Club assets in the past 12 months?			
Have the equipment necessary for first aid?			
Have coaches/leaders with appropriate checks working with children?			
Have suitable equipment and appropriate safety practice?			
Do you have a sport safety plan, which includes medical action strategies?			