



SASKATCHEWAN WHEELCHAIR SPORTS ASSOCIATION

GOVERNANCE

POLICIES & PROCEDURES

Approved by the Board: _____ (date)

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INTRODUCTION

Purpose of this Manual

The purpose of this Governance Policies and Procedures Manual is to provide the structure and guidance necessary to ensure clarity and consistency in the application of the governance rules and processes of the Saskatchewan Wheelchair Sports Association (hereafter referred to as 'SWSA'). The Board of Directors of SWSA (hereafter referred to as 'the Board') retains the responsibility to interpret and apply the policies and procedures and to make decisions relating to matters not otherwise covered by legislation or policy.

About SWSA

Saskatchewan Wheelchair Sports Association is an amateur sport governing body incorporated in 1977 under the Non-Profit Corporations Act of Saskatchewan. Core to the work of SWSA is the dedication of its Board, staff, and volunteers. The Vision, Mission, and Core Values of SWSA guides all work and decisions.

Vision

SWSA is a leading organization for inspiring individuals to achieve personal excellence through wheelchair sports.

Mission

Through leadership and awareness, the SWSA provides exceptional wheelchair sports programs and services that promote active living and the pursuit of excellence.

Core Values - to be reviewed in conjunction with Strategic Planning 2014

SWSA Bylaws

The Bylaws of the SWSA direct Governance [\(link\)](#). The Board maintains the responsibility to ensure the Bylaws are reviewed annually, and that any necessary revisions are presented accordingly at the Annual General Meeting.

Strategic Plan

The Board, in conjunction with SWSA staff, prepares a Strategic Plan [\(link\)](#) every quadrennial. The Plan establishes the strategies, outcomes, and tasks relative to core SWSA priorities within four major performance pillars:

- Participation
- Organizational Capacity
- Pursuit of Excellence
- Financial Stability

Organizational Structure

The Board maintains the authority to govern SWSA, and to hire an Executive Director to execute the business needs of SWSA.

1.0 BOARD OF DIRECTORS

1.1 BOARD GOVERNANCE

1.1.1 Board Governance Model

The Board is a policy governing Board. Guided by Board Policy, operational accountability falls within the domain of the Executive Director and the staff they supervise.

1.1.2 Governance Capacity

The Board will invest in and develop its governance capacity. This investment may include training, third party monitoring (i.e. audit), administrative costs, and other activities as needed to ensure the Board's ability to fulfill its moral and legal obligations and to represent and link to the stakeholders. The cost of governance will be integrated into strategic planning and annual budgeting.

1.1.3 Fiduciary Duty

The Board retains a fiduciary duty to ensure all SWSA affairs are compliant with legislative and regulatory body requirements. The Board collectively act as leaders and guardians of the SWSA to ensure the health and safety of assets, resources (both human and financial), programs, and services. They must exercise good faith and due care in the execution of their duties, and are obliged to act in a bona fide manner for the benefit of SWSA.

As long as a Director acts professionally, in good faith, and in the best interests of the SWSA, he or she is generally protected from personal liability for any errors in judgment. The consequence of negligent or willful mismanagement rests with the Board. Therefore, it is critical for each Board member to be informed, engaged, and to attend Board meetings where issues are thoroughly discussed and decisions are rendered.

Legal action can be brought against the Board of Directors or an individual Director if there is any neglect or violation of due care in the handling of the SWSA's assets. Directors are not usually liable for a corporation's bankruptcy or to unpaid creditors. Liable typically extends only to those negligent acts that injure the non-profit organization or its public.

1.2 BOARD STRUCTURE

1.2.1 Board of Directors

The Board provides the strategic leadership to the SWSA. In order to do this, the Board:

- Determines the SWSA's mission, sets policy, and assesses and approves programs and services that are appropriate to that mission
- Looks to the future and keeps informed of issues and trends that may affect the mission
- Ensures that SWSA is compliant with regulations affecting Non-Profit Organizations and has sound risk-management practices
- Makes decisions based on knowledge of community needs and best practices and in accordance with the mission and values
- Is proactive and visionary in its thinking
- Encourages thoughtful deliberation, incorporating a diversity of viewpoints
- Works together as colleagues, encouraging mutual support
- Has the courage to lead and make difficult decisions
- Commits to excellence in governance, including regularly monitoring, assessing, and improving its own performance
- Manages Board membership
- Holds itself accountable for the health and welfare of SWSA
- Ensures effective fiscal management
- Ensures SWSA is well represented in its communities
- Represents the interests of its various constituents
- Is discerning regarding issues of confidentiality

1.2.2 Officers

The President, Vice-President and Vice-President Finance comprise the Officers of SWSA. The Officers maintain a fiduciary duty to act loyally, without conflict, and with due care and attention on behalf of SWSA. Officers ensure SWSA is legislative compliant, that all necessary risk management controls are in place, and that the SWSA's assets are safeguarded at all times.

1.2.3 Board of Directors - Job Description

A job description for Board Directors is contained in section 4.1.

1.2.4 Ad Hoc Committees

Ad Hoc Committees are created by the Board to work on projects of a specific nature. They assist the Board by preparing policy alternatives and implications for Board deliberation. Such Committees may not speak or act for the Board except when formally given such authority. Expectations and authority (Terms of Reference) will be carefully stated in order not to conflict with authority delegated to the Executive Director.

2.0 BOARD POLICIES

2.1 INTRODUCTION

As a Policy Board, it is the responsibility of the Board to ensure there is a process in place for constant review and renewal of SWSA policies. This is important in terms of ensuring reasonable and fair guidelines for SWSA business, clarity, responsiveness, and due diligence. It comprises an integral component of the SWSA's risk management plan.

Governance policies are intended to provide the Directors and staff of SWSA with the essential tools to guide decision-making and processes. They are not intended to replace good business practices and common sense.

2.2 BOARD – STAFF RELATIONSHIPS

2.2.1 Introduction

SWSA is a Policy Board and as such, focuses on vision, strategic planning, priorities, and policies. The Board delegates responsibility and accountability for operational performance results to management. This model requires staff to utilize the means they believe best, providing those means are within the operating values and policies of SWSA.

2.2.2 Teamwork

SWSA values its employees as an important asset in leading and achieving the work of SWSA. In order to achieve performance results, it is important for the Board and staff to cultivate and maintain relationships that nurture trust, respect and fair play, and support the accomplishments and successes of all team members.

2.3.3 Performance Outcomes

To achieve performance outcomes, it is important for the Board and staff to jointly:

- Have a mutual understanding of priorities and plans to achieve outcomes
- Engage in open and effective dialogue that respects a diversity of opinion
- Demonstrate a commitment to collaboration and consultative decision making using a values based approach
- Resolve issues and problems immediately
- Model actions that demonstrate integrity
- Support learning and personal/professional growth
- Lead by example, provide encouragement, share effective feedback, and commit to the success of each individual involved in advancing the work of SWSA

2.3.4 Working with Provincial & National Individual & Team Coaches

Due to the nature of SWSA, there exists numerous opportunities to work with coaches of various sports. It is in SWSA's interest to support the goals and efforts of all coaches. This requires a culture of mutual respect, cooperation and teamwork. Coaches working with SWSA, but employed by a different organization, are expected to respect the policies and procedures of SWSA.

2.3 CODE OF CONDUCT

SWSA believes that wheelchair sports plays a fundamental and integral role in the physical, social, and mental well-being of the individual in society and that it provides opportunities of personal growth and development. It believes that sport should provide a positive experience for all involved; should promote fairness and equity in the attainment of sport goals; and should be played in accordance with the rules of the games. For this reason, all participants (Board, managers, administrators, athletes, coaches, and officials) involved in activities under the jurisdiction of SWSA, have a duty to conduct themselves in a reasonable and acceptable manner that is not detrimental to the reputation of wheelchair sport.

The Board and staff of SWSA are bound by the Code of Conduct Policy, which is outlined in the Operational Policies and Procedures Section 1.3. They are also held to a high standard relative to the Board's Conflict of Interest Policy, which follows.

2.4 CONFLICT OF INTEREST

It is important SWSA establish a standard of conduct for persons in authority (Directors, management, staff) that will sustain public confidence and maintain the integrity of the SWSA.

2.4.1 Current Law

All Directors and employees are expected to comply with applicable legislation. Should there be any doubt whether a particular course of action may infringe upon any law, the appropriate legal counsel should be consulted.

2.4.2 Appropriation of SWSA Assets

Directors or employees are not permitted to borrow or make use of SWSA funds or other assets (including goodwill) for their personal gain or benefit.

2.4.3 Confidential Information

Directors or employees shall not use confidential information gained by virtue of their association with SWSA for their own personal gain, nor shall they disclose such information for the use of others. No potentially sensitive information may be released without the expressed advance permission of the President. Consult with the President if unsure.

2.4.4 Conflict of Interest

2.4.4.1 Definition

Members of the Board and staff are expected to reveal any personal, family, or business interests that they have, that, by creating and dividing loyalty, could influence their judgment and hence, influence the wisdom of their decisions. A conflict of interest exists wherever an individual could benefit, dis-proportionally from others, directly or indirectly, from access to information or from a decision over which they might have influence, or where a neutral third party might reasonably perceive there to be such benefit and influence.

2.4.4.2 Examples

Examples of possible conflict of interest situations with respect to SWSA include:

- i. A Board member has a personal or business relationship with SWSA as a supplier of goods or services or as a landlord or tenant
- ii. A staff member has a personal or financial relationship with a client of SWSA outside of the workplace
- iii. SWSA is employing someone who is directly related to a Board member or other staff member

2.4.4.3 Divided Loyalty

Conflicts of interest (real and perceived) are unavoidable and should not prevent an individual from serving as a Director or staff member unless the extent of the interest is so significant that the potential for divided loyalty is present in a large number of situations.

2.4.5 Disclosure and Procedure for Handling a Conflict of Interest

- i. Members of the Board and staff have a duty to disclose any personal, family, or business interest that may, in the eyes of another person, influence their judgment.
- ii. The Board as a whole has a duty to disclose specific conflicts of interests to SWSA members, staff and external stakeholders where that interest may, in their judgment, affect the reputation or credibility of SWSA, and to disclose the Board's procedure for operating in the presence of such conflicts.
- iii. Board members and staff have a duty to exempt themselves from participating in any discussion and voting on matters where they have, or may be perceived as having, a conflict of interest. Such exemptions should be recorded in minutes of meetings.
- iv. Any business relationship between an individual (or a company where the individual is an owner or in a position of authority) and SWSA, outside of their relationship as a Board or staff member, must be formalized in writing and approved by the Board.
- v. Board deliberations, motions and voting on a matter brought to their attention will be recorded in the Board minutes.

2.5 INSURANCE

2.5.1 Introduction

The Board will ensure adequate Insurance Policies are in place to address exposure to various liabilities, and to provide insurance coverage to SWSA members as a member benefit.

2.5.2 Coverage

The Board will annually review the terms of each Policy to ensure proper and adequate coverage for the following:

- i. Financial loss incurred by SWSA
- ii. Physical loss or damage to property owned by SWSA including, but not restricted to, sports equipment, uniforms, office equipment, and similar items
- iii. Legal defence expenses while acting for or on behalf of SWSA (excluding any dishonest, fraudulent, criminal, willful or malicious act or omission; violation of the Highway Traffic Act, Workers Compensation Act or any similar provincial statute; abuse committed or allegedly committed; legal defence expense if covered elsewhere; legal defence expense if prohibited by law)
- iv. Sport Accident Insurance for athletes, managers, coaches, trainers, officials, executives
- v. Sport Liability Insurance provided for legal costs, adjuster's cost, and settlement costs arising from claims
- vi. Board – Director's Liability

2.6 RISK MANAGEMENT

2.6.1 Board Commitment

The Board is committed to leading SWSA using sound governance including respecting its fiduciary duty. It endorses an effective risk awareness and management system as one where all stakeholders act responsibly in order to contribute to the wellness and security of SWSA as a whole, its Board, staff, members and volunteers. Through values driven decision-making, clear policies, effective and prudent day-to-day business management, and vigilant assessment and monitoring, SWSA best positions itself to proactively address risk in order to achieve desired organizational outcomes.

2.6.2 Risk Management Process

The Board's risk management process will include risk planning, identification, analysis, response planning, monitoring and controlling.

2.6.3 SWSA Risk Management Registry

The Board will annually participate in, and review, the risk management registry established by the Executive Director to ensure risks in the following key performance areas are assessed, managed, and communicated:

- i. Governance
- ii. Operations
- iii. Financial
- iv. Infrastructure
- v. Regulatory

2.7 FUNDING & FINANCIAL MANAGEMENT

2.7.1 Financial Control

The Board exercises the ultimate financial control by virtue of the powers of budget approval vested in the Board. Primary overview ensures that:

- i. SWSA generates sufficient revenue to support administrative and program services
- ii. The annual budget is tied to outcomes, is in alignment with available resources, includes staff input, supports programs, administration, evaluation, and fundraising
- iii. SWSA files all appropriate legal and financial documents as required by law
- iv. All financial data is up to date and uses generally accepted accounting principles
- v. SWSA has adequate systems of internal control which will be reviewed annually
- vi. The Board is provided periodic reports on planned and actual expenditures for all categories
- vii. SWSA adheres to the Board approved budget
- viii. There is a diversified and healthy funding base through pursuing all avenues of potential income, including grants and donations

2.7.2 Fiscal Year

The fiscal year of SWSA is July 1 – June 30th.

2.7.3 Operating Budget

SWSA will annually develop an operating budget such that each fiscal year shall end in a non-deficit position. In the interest of sound management, SWSA will strive to maintain a reserve of accumulated surplus of at least 5% of its annual operating budget. Any excess surplus above this level, which SWSA may accrue from time to time, will be used to meet the objectives as stated in the Bylaws (including investments as determined and approved by the Board).

2.7.4 Role of Vice-President Finance

All matters pertaining to the finances of SWSA will come under the direct purview of the Vice-President Finance and the Executive Director, who are responsible to report to the President, the Board, and the membership. A Job Description for the Vice President Finance is found in Governance Section 4.3.

2.7.5 Contracts

Contracts between SWSA and other parties can only be signed by the persons authorized by the Board to sign them, after a formal motion has been approved authorizing such actions.

2.7.6 Authorization of Purchases and Expense Claim Procedures

- i. All major expenditure and fund-raising proposals will be approved by the Board
- ii. Unbudgeted items of more than \$1,000.00 require the approval of two (2) Board members not involved in the purchase
- iii. All reasonable expenses incurred by individuals affiliated with and/or acting on behalf of SWSA will be reimbursed in accordance with the established guidelines as approved by the Board (see Expense Guidelines and Claim Policy found in the Operational Policy Manual)

2.7.7 Regulatory Compliance

SWSA will comply with all Provincial and Federal reporting requirements.

2.7.8 Budget, Financial Statements and Annual Audit

- i. SWSA's budget, as recommended by the Board, will be presented to the membership at the Annual General Meeting for approval.
- ii. Accurate financial statements, prepared in accordance with the generally accepted accounting principles, will be prepared by the staff for the Vice-President Finance, on a monthly basis and prepared quarterly for the Board.
- iii. An annual audit of the Association's records will be conducted and will include the following:
 - a) Balance Sheet
 - b) Income Statement
 - c) Management letter and recommendations of controls and notes to financial statements.
- iv. The audited financial statements signed by the President and the Vice-President Finance will be presented to the Board no later than ninety (90) days after the fiscal year end and presented annually to the membership.

2.7.9 Grants

Grant funds must be used in a prudent, lawful and ethical way and in accordance with the donor restrictions. SWSA will:

- i. Only enter into those grant arrangements where there is a reasonable expectation of delivering on the promised outcomes
- ii. Use funds in conformity with grant requirements
- iii. Not enter into any grant or contract arrangement which places the financial solvency of SWSA at risk
- iv. Assure any restricted assets are appropriately separate and apart from unrestricted assets to ensure compliance with donor restrictions
- v. Ensure Board approval for any grant request which alters the priorities set by the Board, or which affects any Board governance prerogatives
- vi. Ensure an update report on grants and contracts is provided via the Executive Director reports to the Board, and provided annually via the Auditor's Report

2.8 SAFEGUARDING OF ASSETS

2.8.1 Introduction

This Policy is intended to ensure the protection of SWSA's assets and to ensure that such assets are not misappropriated, misused, stolen, damaged or destroyed.

2.8.2 Banking & Investments (reference also Investment Policy)

- i. New bank and investment accounts can only be opened by resolution of the Board
- ii. Changes to banking or investing arrangements can only be authorized by resolution of the Board
- iii. Bank and investment accounts must be set up such that changes in banking arrangements or payments from accounts must require signatures of at least two authorized signing officers of SWSA (authorized signing officers as determined by the Board)
- iv. Bank cards are allowed for deposit purposes only
- v. Credit cards and changes thereto must receive signed approval of the Board
- vi. Credit card cash advances will not be allowed
- vii. A monthly credit card reconciliation against actual receipts will be done by the Executive Director and subsequently reviewed by the Vice-President Finance and Sask Sport individual responsible to maintain the SWSA's books
- viii. Ensure bank and investment reconciliations are prepared monthly, reviewed, and initialed by the Vice-President Finance
- ix. Deposit of funds is to occur on a timely basis
- x. A receipt should be issued for any cash payments received for deposit
- xi. Except in cases where it is impossible or impractical, payment for goods and services is to be made directly to the supplier

2.9 INVESTMENTS

2.9.1 Introduction

The investment policy provides direction and guidance on policy related to the prudent purchase, sale, and maintenance of investments held by SWSA.

2.9.2 General guidelines include:

- i. All investment purchases or sales must be approved by the Board
- ii. Any cash not required for current operations should be invested as per the direction of the Board
- iii. All investments must be purchased through investment accounts authorized by the Board as per asset mix permitted as noted below
- iv. Investment purchases or sales are not to exceed \$5,000 without prior approval from the Board
- v. SWSA must maintain a minimum cash balance of \$10,000. Investments should then be purchased or sold in relation to the need to satisfy current financial obligations
- vi. The Vice-President Finance is required to provide an update on the investment portfolio status at each Board meeting
- vii. The individual responsible for the accounting function of SWSA (Sask Sport) must keep and update an investment continuity schedule to track all investment activity
- viii. Funds required in the short term (one year) will be invested in Fixed Income instruments with a guaranteed principal. Funds not required in the short term (one year) are available for investment in equity instruments

2.9.3 Asset Mix:

The following categories shall be used when purchasing investments for SWSA:

- i. Equities – can include (investment in stock, money market funds, and mutual funds)
- ii. Fixed Income – can include investment in government guaranteed GIC's, term deposits, treasury bills, bonds, and high interest savings accounts

2.10 RECORD KEEPING

2.10.1 Introduction

This Policy provides direction and guidance on record keeping ensuring that records are appropriately maintained.

2.10.2 Safeguarding of Records

All of the SWSA's financial records must be kept in SWSA's Provincial Office. The Secretary of the SWSA is responsible to ensure records of the Association are maintained according to the following guidelines:

- i. All records of the SWSA should be kept for a minimum of seven (7) years.
- ii. After seven (7) years the records can be destroyed with the exception of permanent records that should be kept indefinitely as listed below
- iii. The records should be kept in a location that is secure (whether they be electronic, paper, or otherwise)
- iv. Electronic records will be properly safeguarded with an appropriate assignment of protected passwords, and secure back-up devices and off site locations
- v. Policies and procedures pertaining to members must be posted on the SWSA's website and updated whenever changes are approved by the Board

2.10.3 Permanent Organizational and Financial Records

- i. Incorporation documents
- ii. Bylaws
- iii. Policies and procedures
- iv. Board records and minutes
- v. Insurance policies
- vi. Personnel records
- vii. Audited financial statements
- viii. General ledger

2.10.4 Disposal Authority

- i. The Secretary or President of SWSA should authorize the destruction and disposal of all non-permanent records after the minimum seven (7) year period
- ii. The Secretary or President must thoroughly examine and inspect all records before they are disposed of to ensure no permanent records are destroyed
- iii. When in doubt, request formal approval from Canada Revenue Agency for destruction of records

3.0 HUMAN RESOURCE POLICIES

3.1 INTRODUCTION

The HR policies provide employees of the SWSA with an understanding of general employment conditions and workplace procedures. These policies are supplementary to applicable Federal and Provincial legislation. In the event of any conflict, such legislation will prevail. Employees are also subject to the applicable operational policies of SWSA (see Operational Policies & Procedures).

3.1.1 SWSA and Employee Commitment

SWSA values the talents, work, and dedication of its employees and will endeavor to ensure that each employee is provided with optimal working conditions and fulfilling work. In return, employees are expected to commit to a strong work ethic and to advance the vision and mission of the SWSA in all of its endeavors.

3.1.2 HR Policies Authority

The Executive Director will be responsible for the implementation and interpretation of the HR Policies and all decisions relating to employment and workplace issues affecting employees. The Board will be responsible for the implementation and interpretation of the HR Policies with respect to the Executive Director.

3.1.3 HR Policies Annual Review

The HR Policies will be reviewed annually by the Executive Director and President of the Board to ensure they are current and reflect the needs of both the employer and employee.

3.2 GENERAL EMPLOYMENT TERMS AND CONDITIONS

3.2.1 Equity and Access for All

SWSA is committed to the principles of equity and access for all, including equity and access relating to employment.

3.2.2 Office Hours

Operating hours are 9:00 a.m. – 4:30 p.m. Monday through Friday.

3.2.3 Types of Employees and Hours of Work

| | Definition |
|---------------------------|--|
| Management | Executive Director |
| Program Assistants | Assist with delivery of the SWSA's programs |
| Coaches | Hired to coach SWSA athletes and/or teams |
| Permanent Staff | Hired to fill a full or part-time ongoing position |
| Term Staff | Hired to fill a temporary position which may result from a special need or the temporary replacement of a permanent staff member |
| Contract Staff | A staff person hired for a specified period of time for a specific task/project. The person is bound by a separate Agreement specifying the terms and conditions of employment, and is not bound by the conditions of employment specified in the Human Resource Policy. |
| Full Time Staff | 37.5 paid hours/week (40 hours/week with ½ an hour unpaid work break) |
| Part Time Staff | Less than 35 paid hours/week and as specified in the Employment Contract |
| Casual Staff | Staff employed for intermittent hourly work |

3.2.4 Statutory Holidays

Full time and part time (pro-rata basis) will be eligible for the following Statutory Holidays:

- New Year's Day January 1
- Family Day Third Monday in February
- Good Friday Friday before Easter Sunday
- Victoria Day Monday preceding May 25th
- Canada Day July 1
- Civic Holiday First Monday in August
- Labour Day First Monday in September
- Thanksgiving Second Monday in October
- Remembrance Day November 11
- Christmas Day December 25

Additionally, SWSA provides the following days:

- Easter Monday Monday following Easter Sunday
- Boxing Day December 26

3.2.5 Holiday Season Closure

The office will be closed each year from the close of business on December 24th to the first business day after New Year's Day. Employees will not be financially compensated during this period, but they may choose to cover this time with either accumulated banked time and/or earned vacation time.

3.2.6 Attendances and Absences

Employees are required to communicate immediately with the Executive Director (President in the case of the Executive Director) as soon as they are aware they may be unable to attend scheduled work. The Executive Director is responsible for documenting staff vacation time, sick leave, and/or time in lieu earned and taken.

3.2.7 Employee Records & Files

It is incumbent upon each employee to ensure SWSA is immediately informed of any change in personal information (name, address, phone, income tax status, etc.). The Executive Director will maintain up to date records and confidential personnel files for each employee. Upon request, employees may view their personnel file in the presence of the Executive Director (or Board member in the case of the Executive Director).

3.2.8 Outside Work

An employee may partake in employment external to SWSA, providing such employment does not conflict with the employee's kind of work they do for SWSA and/or their ability to meet their commitments and responsibilities to SWSA.

3.2.9 Confidentiality and Conflict of Interest

3.2.9.1 Employees may have access, or be in the possession of, confidential information, which has not been made public by SWSA. Employees are expected to keep such information (written, verbal, electronic, or otherwise) confidential.

3.2.9.2 Employees will be subject to the established Board Policy on Conflict of Interest.

3.2.9.3 At the time of hire (and annually thereafter), employees will acknowledge acceptance of the Conflict of Interest Agreement by signing the original copy. The signed copy will be kept in the employee's personnel file.

3.2.10 Property Agreement

All materials relating to the business and affairs of SWSA, prepared by SWSA or by the employee in the course of their employment, remain the property of SWSA. Upon hire, a signed copy of the Property Agreement will be kept in each employee's personnel file.

3.2.11 Issue Resolution

3.2.11.1

Should any employee have an issue regarding an interpretation of a Human Resource Policy, or other matter relating to employment, they will first discuss the concern with the Executive Director (or President in the case of the Executive Director). If a mutually agreeable resolution cannot be determined or resolved between the employee and the Executive Director (or President in the case of the Executive Director) within five (5) working days, the matter may then be referred, in writing, to the Board for resolution.

3.2.11.2

The Board will respond, in writing, within ten (10) working days of the referral and their decision will be final and binding on all parties.

3.2.12 Harassment

(Reference Operational Policy 1.11)

3.3 LEAVES OF ABSENCE

3.3.1 Maternity / Parental / Adoption Leave

Leave of absence for maternity, parental, or adoption leave will be in accordance with the *Saskatchewan Labour Standards Act & Regulations* <http://www.lrws.gov.sk.ca/labour-standards-legislation-regulations>.

3.3.2 Educational & Special Leave

Upon written application to the Executive Director (to the President in the case of the Executive Director), SWSA may consider leaves in order for staff to pursue opportunities that may be educational or volunteer in nature. Approval, length of leave approved, and whether any portion or all of the leave may be with or without pay, will be determined on a case by case basis and assessed based on the merits of each request considering such factors as employee service, the value of the leave to SWSA, and the operational needs of SWSA at the time of the request.

3.3.3 Extenuating Circumstances Leave

An employee may apply in writing to the Executive Director (in the case of the Executive Director to the President) for leave due to extenuating circumstances such as illness in the family (family as defined in the *Labour Standards Act*), home emergency, etc. Consideration for approval, with or without pay, will be contingent upon the circumstances and operational needs of SWSA

3.3.4 Sick Leave / Compassionate Leave

SWSA will provide to full-time permanent employees (term, seasonal and part-time on a pro rata basis) up to six (6) paid personal days each fiscal year to allow time off for personal medical appointments, sick leave, jury duty, and family bereavement leave. A Doctor's certificate may be requested for five (5) or more consecutive days of sick leave. Days may not be carried forward into the next fiscal year of SWSA.

3.3.5 Return to Work

In all cases of leave pursuant to 3.3.4, the employee will be re-employed in the same or comparable position, with the same salary and benefits as when leave was granted.

3.4 HIRING

3.4.1 Vacancies

An up to date job description and advertisement will be developed for each vacancy. Qualifications to fill such vacancies will be based on the bona-fide job requirements for each position. The Board will ensure advance approval of the necessary resources in order to conduct a search and fill any vacancy. The Board and Executive Director will agree upon an appropriate job search and selection process using best business practices.

3.4.2 Advertising

Advertising for vacancies will occur through established media with sufficient time being provided for advertising and applicant submissions (a minimum of three (3) weeks in advance of the closing date where feasible). Advertisements will use SWSA template for this purpose.

3.4.3 Selection Process

In the case of the Executive Director position, the President of SWSA will convene a selection panel. For other staff positions, the Executive Director will determine the appropriate persons to be involved in the selection process. Those responsible for hiring will use an objective selection process to short-list, conduct interviews, and select a candidate based on best fit (candidate and SWSA best fit analysis). A thorough reference and background check will be done prior to a job offer.

3.4.4 Offer and Acceptance of Employment

3.4.4.1 Letter of Offer

To acknowledge that the employee has been presented with, read, and accepted the terms and conditions of employment, each employee is required to sign-off on the offer of employment outlining the terms and conditions of employment. The original signed copy will be kept in the employee's personnel file. The following basic terms and conditions shall be stated in the offer of employment. However, additional terms and conditions may be outlined:

- Start date
- Salary
- Hours of work and overtime agreements
- Job description
- Probationary period and performance review

3.4.4.2 Binding Contract

The offer of employment, when accepted by the employee in writing, will constitute a binding "contract of employment" between the parties. Any subsequent changes to the terms and conditions of employment will be made in writing.

3.4.5 Employee Agreements

New employees will receive a copy of the following Agreements at the time of hire and will acknowledge acceptance by signing the original copy. The signed copy will be kept in the employee's personnel file:

- Offer of Employment
- Confidentiality & Conflict of Interest Agreement
- Property Agreement

3.4.6 Orientation

Upon commencement of duties, each employee will be provided with a complete orientation for the following:

- Job role, responsibilities and accountabilities
- SWSA Bylaws, Policies, and Procedures
- SWSA programs, structure, and NSO overview
- Health and Safety requirements
- SWSA and Sask Sport office and building, equipment and space
- Office attire, etiquette and workplace behaviors

3.4.7 Probationary Period

3.4.7.1 Permanent Staff

All permanent staff will serve a minimum probationary period of nine (9) months active employment, which will provide the employer and employee an opportunity to assess the suitability of the employee to the position. The probationary period may be extended by for an additional three (3) months.

3.4.7.2 Term Staff

All term staff will serve a minimum probationary period of six (6) months of active employment. The probationary period may be extended for an additional three (3) months.

3.5 COMPENSATION

3.5.1 Salaries

- 3.5.1.1** SWSA will define a minimum and maximum salary range for all SWSA positions. Salary ranges will be reviewed annually and determined by a variety of factors, including comparisons to similar positions. Should a position be supported by a special grant, the terms and conditions of the grant will apply.
- 3.5.1.2** Salary increases, bonuses, or a combination thereof, may be negotiated annually between the employee and the Executive Director (or President/Board in the case of the Executive Director).
- 3.5.1.3** Salary recommendations will be submitted, in writing, by the Executive Director to the Board at the time of an employee's annual review, (or other time should there be a pressing necessity). Criteria for negotiating salary increases or bonuses will be based upon, but not exclusive to, employee performance for the past year, cost of living, and SWSA's financial capacity.

3.5.2 Wages

Wages for casual positions will be determined by SWSA (or grant guidelines) based on the needs and demands of the work required. As a minimum, Saskatchewan minimum wage will apply.

3.5.3 Payroll and Deductions

Employee payroll will be provided bi-monthly by SWSA. Required legislated deductions will be applied at source (Income Tax, Employment Insurance, CPP) and any other deductions as applicable (benefits, RRSP, etc.). A summary of earnings and deductions will be provided to the employee upon each payroll.

3.5.4 Hours of Work, Time in Lieu, and Overtime

- 3.5.4.1** Due to the special nature of the SWSA's activities, an employee's assigned duties may require them to work evenings and/or weekends, as well as travel outside of the province. Such 'required' work time will be compensated in the form of time off in lieu of overtime payment.
- 3.5.4.2** Time off in lieu/overtime must be approved in advance by the Executive Director (or Board President in the case of the Executive Director). The Executive Director will be responsible for maintaining a log for each employee. Accumulation of such time for the Executive Director should be reviewed and approved by the Board on a monthly basis.
- 3.5.4.3** Staff time off in lieu/overtime will be compensated according to *Labour Standards* (up to 44 paid hours per week is compensated at regular time, while time in excess of 44 paid hours per week is compensated at time and one-half, regardless of when it is worked).
- 3.5.4.4** The Executive Director (deemed management staff) will be eligible for time off in lieu of overtime.
- 3.5.4.5** Accrual of time off in lieu/overtime will not be carried beyond SWSA's fiscal year end of June 30, unless otherwise approved by the Executive Director (or President in the case of the Executive Director).

3.5.4.6 The balance of approved overtime accumulated at the termination of employment will be paid to the employee, or provided in time off prior to the official date of termination. Any approved overtime balance will not be used to otherwise extend the termination date.

3.6 BENEFITS

3.6.1 Vacation Accrual

Full-time permanent or term staff (part time on a pro rata basis) will earn paid vacation leave in accordance with the following schedule, unless otherwise negotiated in their contract (accrual will be based on active employment). Vacation leave must be earned before it is taken.

| Employment Period | Program Assistants | Management Staff (ED) |
|-------------------|-------------------------------------|-------------------------------------|
| 1+ years | 1.25 days / month 15 days / year | 1.25 days / month 15 days / year |
| 2+ years | | 1.67 days / month 20 days / year |
| 5+ years | 1.67 days / month 20 days / year | 2.02 days / month 25 days / year |
| 8+ years | | 2.5 days / month 30 days / year |
| 10+ years | 2.02 days / month 25 days / year | |

3.6.1.1 Taking Vacation Accrual

Vacation leave will be taken within the fiscal year it is earned, the timing of which will be as agreed to between the employee and employer, and based on the operational needs of SWSA.

3.6.1.2 Unused Vacation Accrual

Any unused vacation leave will be forfeited, unless a request to carry-over (due to extenuating circumstances) has been approved, in writing, by the Executive Director (or Board President in the case of the Executive Director).

3.6.2 Benefit Plans

3.6.2.1 SWSA offers benefits to permanent full employees and part-time employees pursuant to the Sask Sport Inc. Group Benefit Plan ([link](#)). Contract employees may be eligible for the benefit program depending upon their contractual agreement.

3.6.2.2 Permanent full time employees are eligible to participate in the Sask Sport Inc Group Benefit Plan after three (3) months of continuous employment. An employee is considered continuously employed only if they satisfy the actively at work requirement throughout the eligibility waiting period.

3.6.2.3 Term and seasonal employees, and part-time employees who work less than 15 hours per week, are not eligible to join the Sask Sport Inc Group Benefit Plan.

3.6.2.4 Full-time employees, who have successfully completed their probationary period (or extended probationary period), may choose to join the Group RRSP. Once elected, enrollment begins the first working day following the end of their probationary period (or extended probationary period).

3.6.3 Group Pension Plan

SWSA will contribute a portion of the employee's gross salary as approved by the Board. The current amount is 9%. The Employee can contribute anywhere from 0% to 9% of their gross salary. This plan is offered to permanent full time employees and will be given this opportunity to participate in the group pension plan after 3 months of continuous employment.

3.6.4 Paid Parking

SWSA will provide and/or pay for a parking space at the place of employment for the Executive Director only.

3.6.5 Physical Education Program (PEP)

3.6.5.1 SWSA supports active and healthy lifestyles and works to provide leadership in this area. Employees who participate in fitness activities will generally be healthier, both mentally and physically, with benefits flowing to both the employee and employer. This program is designed to provide education and incentives toward fitness activity. The program consists of:

- i. Education – all employees will have access to information on nutrition, fitness, healthy lifestyles, and substance use
- ii. Time – all full-time employees participating in physical activity shall be provided a 11:45 a.m. – 1:15 p.m. break for activity and lunch. The extra ½ hour can only be used during the specified times outlined
- iii. Financial – SWSA will provide an allowance of up to \$500 / fiscal year to eligible employees for the purchase of equipment an/or a physical activity membership or program. Eligibility guidelines are:
 - a. Full-time employees (permanent or term of 12+ months), having passed their probationary period, are eligible for the \$500 financial incentive
 - b. New employees are eligible after a 3-month waiting period, pro-rated for the remainder of the fiscal year
 - c. Part-time and casual employees are not eligible
 - d. Employees on leave for any reason will be pro-rated for the time before and after they were on leave

3.6.5.2 Employees interested in any of the physical education program benefits are invited to apply to the Executive Director (or the Board in the case of the Executive Director).

3.7 PERFORMANCE REVIEW & PLANNING

3.7.1 Introduction

The purpose of the performance appraisal process is to provide the employee and the Executive Director (or the President in the case of the Executive Director) an opportunity to discuss, assess, and review job performance, employee contributions, and plan future job opportunities. It should be an equally participative process between the employee and the Executive Director (or the President in the case of the Executive Director), and be the result of regular discussions throughout the year.

3.7.2 Job Description

Up to date job descriptions will be established and maintained by SWSA. At the time of an annual performance review or at such time as there may be a significant change in an employee's duties, the job description will be discussed.

3.7.3 Performance Appraisal Authority and Timing

Performance appraisals are conducted by the Executive Director (or President in the case of the Executive Director):

- i. At the conclusion of the probationary period (or extended probationary period) to assess the suitability of the employee
- ii. At six-month intervals to assess progress and provide an opportunity for two-way feedback
- iii. Annually

3.7.4 Performance Appraisal Method

The annual performance review will be completed using the Annual Performance Appraisal Form (reference Appendix 5.1) and pre-determined rating system during the last quarter of the fiscal year. The annual performance appraisal will be as objective as possible, and based upon the following pre-determined factors:

- i. Job description, responsibilities and accountabilities
- ii. Work Plan
- iii. Progress against performance criteria and objectives

3.7.5 Annual Performance Appraisal Process

- i. The employee completes the Performance Appraisal Form using their job description and work plan as a benchmark
- ii. The Executive Director seeks feedback from others who work closely with the staff member and completes the appraisal independent of the employee
- iii. The employee and Executive Director meet to discuss the assessments ensuring appropriate and/or extra meeting time is provided for meaningful discussion
- iv. The final performance appraisal is completed and signed off by the employee, Executive Director, and President of SWSA
- v. The completed appraisal is placed on the employee's personnel file and a copy is provided to the employee
- vi. The employee is welcome to add a statement to their personnel file should they not be in agreement with the outcome of the performance appraisal. They may also elect to appeal the appraisal by following the steps as outlined in the Issue Resolution section of this policy.

3.7.6 Professional Development

SWSA invests in staff in a variety of ways, including supporting professional development. The Board will provide an annual budget allocation for opportunities such as courses, workshops, conferences, professional memberships, and subscriptions.

3.7.6.1 Written requests for professional development are to be submitted to the Executive Director (President in the case of the Executive Director) for review and approval. Approval will be determined on the basis of:

- i. Meeting SWSA's needs
- ii. An area identified in the employee's annual performance appraisal
- iii. The request fulfills an immediate SWSA need
- iv. The request is within budgetary limits
- v. Funding is contingent upon successful completion of the professional development activity

3.7.6.2 Partial funding of professional development not specifically related to the needs of SWSA may be considered on a case-by-case basis.

3.8 CONDUCT, PERFORMANCE AND CORRECTIVE INTERVENTIONS

3.8.1 Conduct and Performance

- 3.8.1.1** An employee is expected to: abide by SWSA Policies, Procedures and Agreements; act with integrity and honesty; and display respectful behavior at all times. They are expected to conduct themselves in a professional and ethical manner and adhere to applicable SWSA Codes of Conduct.
- 3.8.1.2** An employee is expected to engage in the performance of assigned duties to the best of their ability, and to consult and communicate with the Executive Director (or the President in the case of the Executive Director) so collaborative efforts can be made to address any performance issues. An employee is expected to actively participate in all performance review and planning processes.

3.8.2 Corrective Interventions

Should an employee be in violation of acceptable conduct or exhibit unacceptable performance, they may be subject to interventions intended to be corrective in nature. SWSA supports progressive discipline, however, a severe breach may result in immediate termination for cause. Depending upon the nature and severity of the issue, any of the following steps, which will be recorded in writing, may be applied in any order:

- i. Verbal warning – a meeting between the employee and Executive Director (or the President in the case of the Executive Director) identifying the behavior and outlining performance expectations, expected remedy, and timelines
- ii. Written warning – outlining performance expectations, expected improvements, and linked to a specific time frame of not less than two (2) weeks
- iii. Suspension - with or without pay for a period of time relevant to the infraction. Return to work will be dependent upon the employee demonstrating their understanding and commitment to a change in behavior or performance
- iv. Termination – a written letter of termination as outlined in the termination section of the HR Policies

3.9 TERMINATION

3.9.1 Resignation

When an employee resigns, they are expected to provide SWSA with at least 30 days written notice.

3.9.2 Termination Without Cause

In the event SWSA must terminate the service of an employee, the employee will receive written notice. An example of this may be a temporary position supported by term funding and that funding comes to an end or is withdrawn by the provider.

3.9.3 Termination for Cause

SWSA may terminate an employee for just cause at any time within their employment period.

3.9.4 References Upon Termination

If an employee wishes a reference upon their departure and SWSA agrees, the essence of the message will be agreed upon so there is a mutual understanding as to the reference that will be provided. If SWSA does not agree to the provision of a reference, then all future requests for such will be denied. This Policy is to protect both the employee and SWSA.

3.9.5 Exit Interviews

Exit interviews provide an opportunity for the organization to identify areas where there may be gaps and where organizational performance may be improved. The Executive Director (or President in the case of the Executive Director) will offer an exit interview (other than when termination for cause has occurred) to any staff member terminating employment. At the agreement of the parties, the exit interview may take place face-to-face, conference call, via survey, or via the provision of written comments.

3.9.6 Extending Termination Date

Any approved and unused vacation leave or time in lieu may not be used to extend the employment period of an employee at termination.

3.10 WORKPLACE POLICIES

3.10.1 General Office Appearance and Professionalism

All employees represent SWSA both within the office environment and when attending events or functions on behalf of SWSA. Employees are expected to adhere to the principles of professionalism at all times.

3.10.2 File Storage and Security

At all times, employees will keep safe and secure the information, documents, and records of SWSA for which they are responsible. This will include appropriate password protection and a minimum of a daily backup of all electronic material (one of which will be housed by an off-site server). Information stored on disc or USB sticks will be carefully controlled by the employee in the performance of their work. Employees provided with desk top or portable computer equipment and other electronic devices will ensure devices are kept secure at all times, in their immediate possession, and otherwise locked away during times of absence.

3.10.3 Cell Phone, Computer and Office Equipment

SWSA provides equipment for the business use of employees. Personal use of equipment is permitted on a limited basis during non-work time. When travelling with portable devices (laptop, cell phone, etc.), the employee must keep the equipment on their person (i.e. carry-on baggage as opposed to checked baggage) at all times.

3.10.4 Health & Safety

The Occupational Health and Safety Act and Regulations of Saskatchewan <http://www.lrws.gov.sk.ca/ohs> provide the legislative framework for health and safety in the workplace. It is incumbent upon both the employer and employee to ensure compliance with the Act, and to ensure safe and healthy working conditions exist at all times. This includes areas such as the environment, procedures, behaviors, equipment, trained staff, and competent supervisors.

3.10.5 Sask Sport Building

Occupancy within the Sask Sport building provides for access to equipment and space (printers, fax machines, meeting rooms, teleconference services, kitchen, lounge). Employees are expected to adhere to Sask Sport policies on the use of such equipment/space and to be respectful based on the needs of other building tenants. Employees are to be familiar with building policies and emergency evacuation procedures as posted in SWSA's office.

3.10.6 Smoke Free Environment

SWSA's office is housed within the Sask Sport building and, as such, adheres to all Sask Sport policies regarding a smoke free environment both within and external to the building.

4.0 JOB DESCRIPTIONS

4.1 Board of Directors – Job Description

4.1.1 Purpose:

The purpose of the Board is to advise, govern, oversee policy and direction, and assist with the leadership and general promotion of SWSA so as to support the SWSA's mission and needs.

4.1.2 Reporting relationships:

The Board reports to the membership, and to Sask Sport as appropriate. The Board delegates management and operational responsibility to the Executive Director.

4.1.3 Major responsibilities:

Each member is expected to make recommendations based on his or her experience and vantage point in the community. Members of the Board share the following responsibilities while acting in the best interests of SWSA:

- Organizational leadership, strategic planning, and advisement
- Organization and performance assessment of the Board of Directors, Officers, and Committees
- Formulate and oversee the policies and procedures including risk management
- Financial management, including adoption and overseeing of the annual budget
- Overseeing and evaluation of organizational and program planning
- Executive Director evaluation and staff development
- Review of organizational and program reports
- Promotion of SWSA
- Fundraising and outreach

4.1.4 Length of term:

Two years, which may be renewed

4.1.5 Meetings and time commitment:

- The Board of Directors meets monthly, September through June, at a mutually agreed date @ 7:00 p.m. by videoconference from the Sask Sport buildings in Saskatoon and Regina. Meetings typically last 90 minutes.
- Ad Hoc Committees of the Board meet as necessary, pending their respective work agendas
- Board members are asked to attend special events or other partner meetings as required

4.1.6 Expectations of Board Members:

- Attend and participate in meetings on a regular basis, and special events as able
- Participate on any established standing committees of the Board, and serve on ad-hoc committees as necessary
- Be alert to community concerns that can be addressed by SWSA' mission, objectives, and programs
- Help communicate and promote SWSA's mission and programs to the community
- Become familiar with SWSA's finances, budget, and financial/resource needs
- Understand the policies and procedures of SWSA
- Abide by SWSA's Code of Conduct, Conflict of Interest, and other Board policies as established from time to time

4.2 Board President – Job Description

4.2.1 Purpose:

The President assures the integrity and fulfillment of the Board's process. They assure that the Board conducts business consistent with its own rules.

4.2.2 Reporting Relationships:

The President reports to the Board and Membership as a whole. This position will work closely with the Executive Director who assumes the management and operational responsibility for SWSA.

4.2.3 Authority:

- Financial authority
- Decision making authority
- Policy review & administration
- Management of the Executive Director
- Media spokesperson (or his/her designate)

4.2.4 Major Responsibilities:

In addition to responsibilities as a Board Director, the President:

- Provides Board leadership to ensure an accountable Board
- Assures Board deliberations are fair, open, thorough, timely, and orderly
- Chairs Board meetings and exercises the commonly accepted responsibility of that position
- Supervises the Executive Director
- Represents the Board to outside parties
- Attends all Board meetings (or delegates a Chairperson if unable to attend).
- Will regularly meet and/or communicate with the Executive Director as required.
- Represents the Association at meetings, events, and activities throughout the year.

4.2.5 Human Resources:

- In conjunction with the Executive Director, annually reviews the Human Resources Policies
- In conjunction with the Board, is responsible to hire and conduct performance appraisals for the position of Executive Director

4.2.6 Length of Term:

Two years upon election by the Board.

4.3 Vice President Finance – Job Description

4.3.1 Purpose:

The purpose of the Vice-President Finance is to oversee, guide, and provide advise on financial policy and direction.

4.3.2 Reporting relationships:

The Vice-President Finance reports to the Board and to Sask Sport as appropriate. The Vice-President Finance works closely with the Executive Director to ensure the ongoing financial management of SWSA according to required standards and reporting requirements.

4.3.3 Major responsibilities:

- Assumes a major role in the development and Board review of the annual budget
- Formulate and oversee financial policies and procedures including financial risk management
- Works in an ongoing capacity with the Executive Director to ensure budget compliance
- Immediately brings any significant anomalies or unplanned financial needs to the Board's attention for decision making
- Review monthly expense statements prepared by Sask Sport
- Review and initial expense claim forms monthly
- Oversees audit process to ensure presentation of accurate financial statements and auditor's report to the Board
- Ensures audited and approved financial statements are ready to present at the Annual General Meeting of SWSA
- Meet with the Executive Director, representatives of Sask Sport, and representatives of Audit, as required, ensuring fulfillment of their financial obligations to the Association.

4.3.4 Length of Term:

Two-year term, which may be renewed.

4.4 Executive Director – Job Description

4.4.1 Reporting Relationships and Primary Focus

Reporting to the Board of Directors, and supervising SWSA Office and Coaching staff, the Executive Director is responsible to ensure delivery of optimum operational leadership and performance. Within the authority set by the Board, the Executive Director retains accountability in the following key performance areas:

- Financial
- Policy Administration
- Human Resources
- Marketing, promotion, and communication
- Risk Management
- Member / Participant Services
- Partnership and Funding Development

4.4.2 Working Conditions

- Office environment
- Venues external to the office (training & competition, conferences, meetings)
- Subject to work demands outside of normal office working hours
- Travels on behalf of SWSA

4.4.3 Education, Competencies, Skills & Knowledge

- Bachelor's Degree in a related area and/or equivalent experience
- Demonstrated leadership skills including: strategic and operational planning; personnel management; financial management; and computer skills
- Excellent communication and interpersonal skills
- Ability to related effectively to the Board of Directors and all stakeholders
- Ability to form partnerships with community and business organizations
- Program and event planning
- Knowledge of adapted sports
- Relevant and successful experience in sport administration at a local, regional, and/or national level

4.4.4 Duties and Responsibilities

4.4.4.1 Financial

- Prepares an annual budget aligned with SWSA's Strategic Plan
- Maintains accurate financial records for presentation to the Board
- Alerts the Board to outstanding liabilities, pending issues, discrepancies, and recommends course of action
- Ensures grants, contracts, and other financial obligations are monitored and effectively managed
- Ensures Association's assets are protected at all times
- Ensures accurate financial information is maintained and provided as required (Board, Sask Sport, funding partners, etc.)

4.4.4.2 Policies & Procedures

- Responsible to administer all SWSA Policies & Procedures
- Ensure policies are reviewed annually with recommendations to the Board for revision as appropriate.
- Act as the Association's Privacy Officer
- Ensures Clubs, Members, and associated partners are aware of the Association's Bylaws and Policies & Procedures

4.4.4.3 Human Resources

- Responsible for hiring processes for all staff positions
 - Ensure SWSA needs and priorities are identified
 - Ensure up to date job descriptions are maintained
 - Prepare the job posting advertisement
 - Ensure timely and targeted advertising within the budget established
 - Establish selection panel (Board, Sask Sport, Sport Canada representatives as appropriate)
 - Review candidate applications and short-list based on 'best fit'
 - Interview candidates and make recommendations to the Board
 - Negotiate an Agreement and starting salary within the SWSA's policy and budget approved by the Board
 - Ensure appropriate employment contracts and related documents are prepared, signed, and maintained within each employee's personnel file
- Ensure effective Performance Management processes
- Review annually and ensure effective total compensation and rewards
- Monitor, record and control leaves, time-in-lieu, and vacation accruals

4.4.4.4 Marketing, Promotion, and Communication

- Prepares a SWSA Communication Plan as part of the Annual Operational Plan
- Promotes the mission and services of the Association
- Maintains the Association's Web Site, ensuring it is used as an effective communication tool
- Prepares marketing and promotional materials
- Attends trade shows / exhibits

4.4.4.5 Risk Management

Under the direction of the Board, the Executive Director is responsible for establishing, and reviewing with the Board (annually at a minimum), a risk management policy and registry. The registry will outline potential risks in the following categories:

- Governance
- Infrastructure
- Financial
- Operational
 - Employment
 - Programs, Activities & Events
 - Contracts
 - Property
 - Crisis Management
 - General

4.4.4.6 Member / Participant Services

- Cultivates growth in membership, athletes and participants
- Responds to requests from stakeholders in a timely and respectful fashion
- Ensures Annual program review and renewal
- Identifies opportunities for new and / or improved programming / events

4.4.4.7 Partnership and Funding Development

- Cultivates fund raising
- Identifies opportunities for partnerships
- Identifies and explores grants and other financial opportunities
- Collaborates and maintains effective relationships with all partners

4.5 High Performance Provincial Basketball Coach – Job Description

4.5.1 Reporting Relationships and Primary Focus

Under the supervision of the Executive Director and the Board of Directors, the provincial coach will have an increased responsibility for enhancing the growth and development of the Wheelchair Basketball Programs in Saskatchewan. The role of the coach is to increase the number of high performance wheelchair basketball athletes, coaches, classifiers, and officials in Saskatchewan.

4.5.2 Goals:

- To improve Saskatchewan’s performance at National competitions (including Regional Junior Championships, Canada Games, and National Championships).
- To increase the number of Saskatchewan athletes and coaches representing Canada at international competitions, including the Paralympic games.
- To play a leadership role in developing coaches in Saskatchewan, becoming a “coach of coaches”.
- To work collectively with all partners to find creative and meaningful ways to make coach employment a long term sustainable option for Saskatchewan.

4.5.3 Education, Skills, Competencies and Knowledge:

- Degree/diploma in recreation, sports administration or related discipline
- Excellent communication skills – verbal and written
- Certified NCCP Level 3/Competition Development in Wheelchair Basketball or willingness to achieve this certification within a reasonable time as determined by the Executive and Board of Directors
- Must have a minimum of three years experience coaching at a high performance level
- Experience in high performance planning and knowledge of the Long Term Athlete Development model
- Have the ability to work within a volunteer association as a staff member.
- Excellent interpersonal, organizational and supervisory skills
- Leadership, initiative and passion for sport
- Ability to represent SWSA in a positive and proactive manner
- Knowledge of wheelchair sport and not-for-profit sport sector
- Must have a valid Class 5 drivers license and a reliable vehicle
- Willingness to travel and to work weekends

4.5.4 Duties and responsibilities:

- Build and implement Yearly Training Plans (YTPs) for targeted teams and athletes
- Implement the High Performance Plan for Saskatchewan Wheelchair Basketball (2013-2017)
- Work closely with volunteers and mentor future coaches in talent identification, testing, and training to achieve program goals
- Design, implement, coordinate, and the monitor SWSA High Performance wheelchair basketball programs in the province
- Develop and implement a grass roots wheelchair basketball program in all age groups throughout the province
- Organize opportunities for athletes from across the province to play with and against each other through the Saskatchewan Basketball Series and Centre for Performance Camps
- Maintain accurate reports on all related programs, clinics and competition results to meet SWSA and Sask Sport reporting requirements
- Ensure that proper testing and evaluation is performed with athletes at all provincial levels

- Organize Sport Medicine and Science sessions that will facilitate the wheelchair basketball athlete's physical, mental, nutritional, and medical needs for athlete development and competitive success
- Organize coaching clinics on a regular and progressive basis to ensure that all future wheelchair basketball coaches have completed NCCP training
- Seek other funding opportunities and sponsorships
- Maintain liaison with all relevant sport governing bodies and associations on technical matters. This includes communication with SWSA staff, Sask Sport staff, Saskatchewan Sports Medicine and Science Council, Zone Coordinators, and Wheelchair Basketball Canada
- Connect with other sporting organizations, such as the Saskatchewan Association of Basketball Officials (SABO) and Basketball Saskatchewan, to promote and assist in the recruitment of officials, coaches, and athletes
- Work with the Executive Director to ensure that SWSA participation in all provincial, national, and international events is well planned and implemented
- Travel within the province to carry out the responsibilities necessary to facilitate athlete development through clinics and training camps
- Attend SWSA Board meetings as deemed applicable to report on plans and progress in areas that concern their job responsibilities (includes responsibility for presentation of formal written progress reports)

4.6 Bridging the Gap Program Assistant - Job Description

4.6.1 Reporting Relationships

The Bridging the Gap Program Assistant reports directly to the Executive Director of SWSA. They are responsible to supervise any staff or volunteers assigned to assist in delivery of the BTG Program, and to work cooperatively with external personnel involved in delivery of the Program services.

4.6.2 Education, Skills, Competencies and Knowledge:

- Bachelor's Degree, or equivalent amount of appropriate experience
- Record keeping and database management skills
- Demonstrated program and event planning skills
- Computer skills and knowledge of social media
- Experience with recruiting and training volunteers
- Relevant and successful experience in sport administration
- Knowledge of adapted sports
- Ability to identify and build community partners

4.6.3 Core Goals and Responsibilities

The Bridging the Gap Program Assistant is responsible for all areas of the Bridging the Gap Program. It is a program that helps eliminate the gap between the introduction of sport and recreation in the rehabilitation setting and continued involvement in physical activity. Bridging the Gap, Getting Physically Active is a program specifically designed to help people with spinal cord injuries, Spina Bifida, Cerebral Palsy and amputation become aware of the sport and recreation options available, and to try out wheelchair sports of their choice. There are seven different activities and elements of the Bridging the Gap Program:

4.6.3.1 Rehabilitation Centre Program (Weekly)

The Bridging the Gap Coordinator works closely with the Recreation Therapists at City Hospital in Saskatoon as well as Wascana Rehabilitation in Regina to provide a weekly program that introduces a variety of sports to inpatients and/or outpatients.

The purpose of the Rehabilitation Centre Program is to introduce individuals with a disability to wheelchair sports while they are in rehabilitation. The Bridging the Gap Coordinator has the opportunity to build rapport with potential participants and introduce them to a wide variety of sports and programs in their community.

An example of the Rehabilitation Centre Program would be the Bridging the Gap Coordinator going to the City Hospital gymnasium and introducing Wheelchair Rugby to an inpatient.

4.6.3.2 Have a Go Events (Monthly)

The Bridging the Gap Coordinator will organize monthly 'Have a Go' events to provide participants the opportunity to try a variety of sports. These 'Have a Go' events are hosted at the rehabilitation centre every 2 to 3 weeks and are open to inpatients and outpatients. Guests, who are experts on a sport, are often brought in to demonstrate. A guest would include an athlete or coach with one of the local clubs.

An example would be to have a Racquet Sport 'Have a Go' event where the Bridging the Gap Program Assistant and a guest athlete would introduce sports such as tennis, badminton, and racquetball.

4.6.3.3 Community Have a Go Days (Monthly)

Community Have a Go Days aim to get individuals physically active in their own communities. These days will be open to anyone interested in trying wheelchair sports and will take place in the community. These events may take place in any community throughout Saskatchewan.

An example of a Community Have a Go Day would be to have the Bridging the Gap Coordinator organize a sledge hockey event at a local rink in the participant's community.

4.6.3.4 Sports Specific Have a Go/Clinics (Monthly) – as requested

The sport specific events will be hosted when a group identifies a specific sport in which they are interested.

An example of a Sport Specific clinic would be to have the Bridging the Gap Coordinator organize a Wheelchair Athletics clinic at the Regina Field house.

4.6.3.5 Developmental Programs (ongoing)

Developmental programs are entry-level programs where participants can learn skills and develop technique. These programs will offer an informal environment where participants will feel comfortable.

An example of a developmental program would be to organize an 8 week Learn to Play Wheelchair Tennis program.

4.6.3.6 Wheelchair Loan Program (ongoing)

Sport specific wheelchairs are designed for increased mobility. The Bridging the Gap Coordinator will be able to provide participants with the opportunity to experience wheelchair sports in a sport specific chair. If the participants are interested in equipment, the Bridging the Gap Coordinator will work with the individual to obtain grants set up to assist with adaptive sport equipment purchases

4.6.3.7 Grant Writing (ongoing)

Seeking out grant opportunities for additional funding for local clubs and groups, for individuals, and to develop new programming. Assisting clubs in the grant writing process.

5.0 APPENDICES

5.1 FORMS

- **Employee Confidentiality and Conflict of Interest Agreement**
- **Property Agreement**
- **Job Advertising Template**
- **Annual Performance Appraisal Form**