

PTSO Level 1 Support Document for Fully Volunteer-Driven Organizations

Provided by Soccer NS Consultants



PTSO LEVEL 1 Org Chart – Volunteer Driven

Strategic Leadership

President

Vice-President

Governance &
Nominations

Risk
Management

Finance & Audit

Secretary

Executive
Committee

Technical
Operations

Communications

Marketing

Registrar

Age Group
Coordinators

Technical & Operational Leadership

LEGEND:

DIRECTORS &
STANDING
COMMITTEES

OPERATIONAL
COMMITTEES



Volunteer Driven Board – Organizational Roles & Responsibilities Defined

1. Why the distinction between strategic and technical/operational leadership?
2. What are the specific roles and responsibilities of directors?

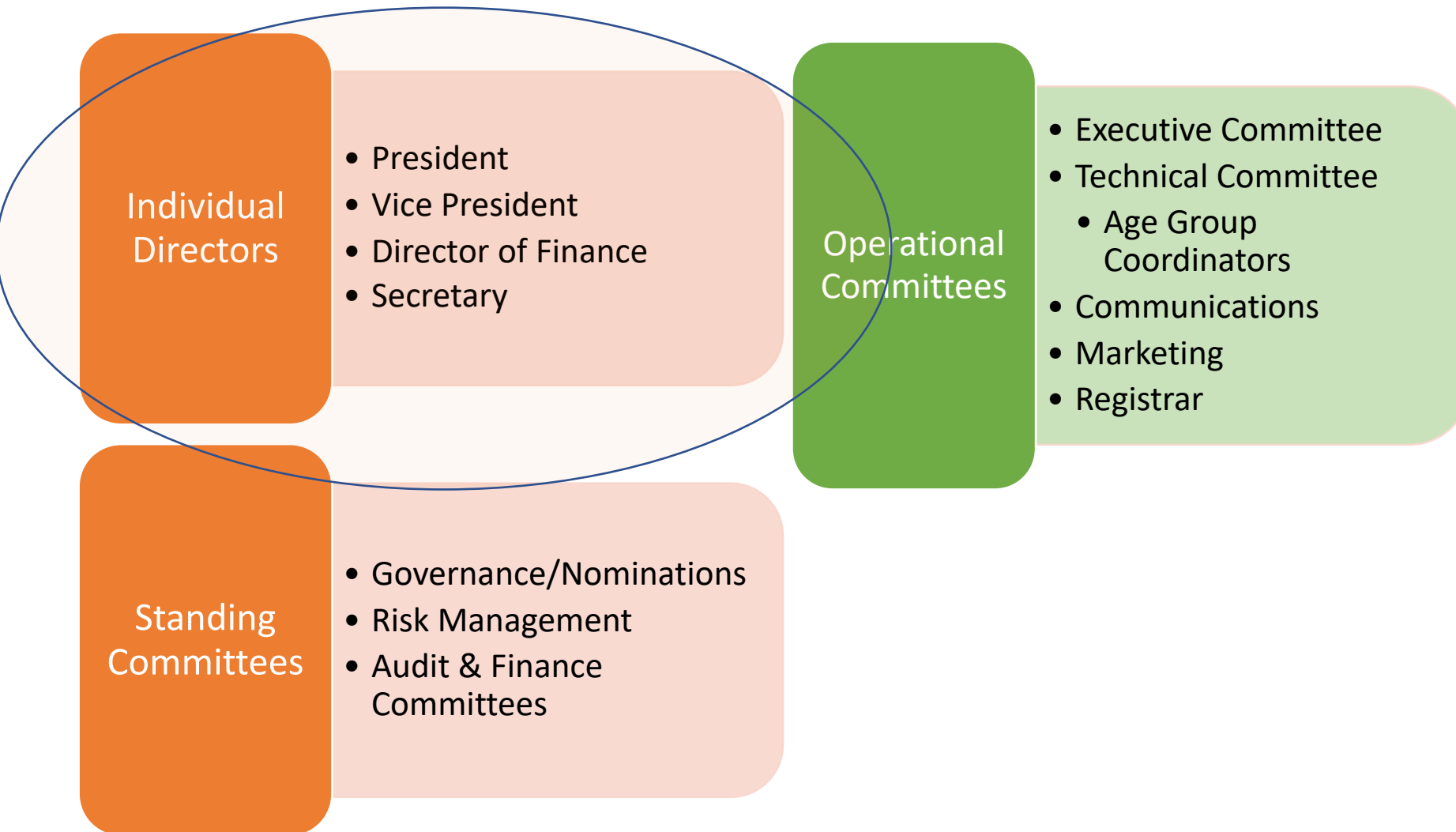


1. Strategic and Technical Operational Leadership – Why the distinction?

- Effective boards are able to separate themselves from operations and are, through policy implementation, capable of driving club operations forward in an optimal and purposeful manner.
- Boards that allow themselves to get stuck in the weeds of project management and operations leave themselves exposed to ineffective governance and operational practices – negatively impacting the club's ability to move towards achieving its strategic direction and creating conditions ripe for individual volunteer burnout.
- While it is common for the standing committee chairs of entirely volunteer-driven organizations to participate in operations. Good practice would suggest that clubs attempt to limit that occurrence as lines of communication can get strained, roles and responsibilities can lose purpose and accountability, and by-laws have the potential to become jeopardized.

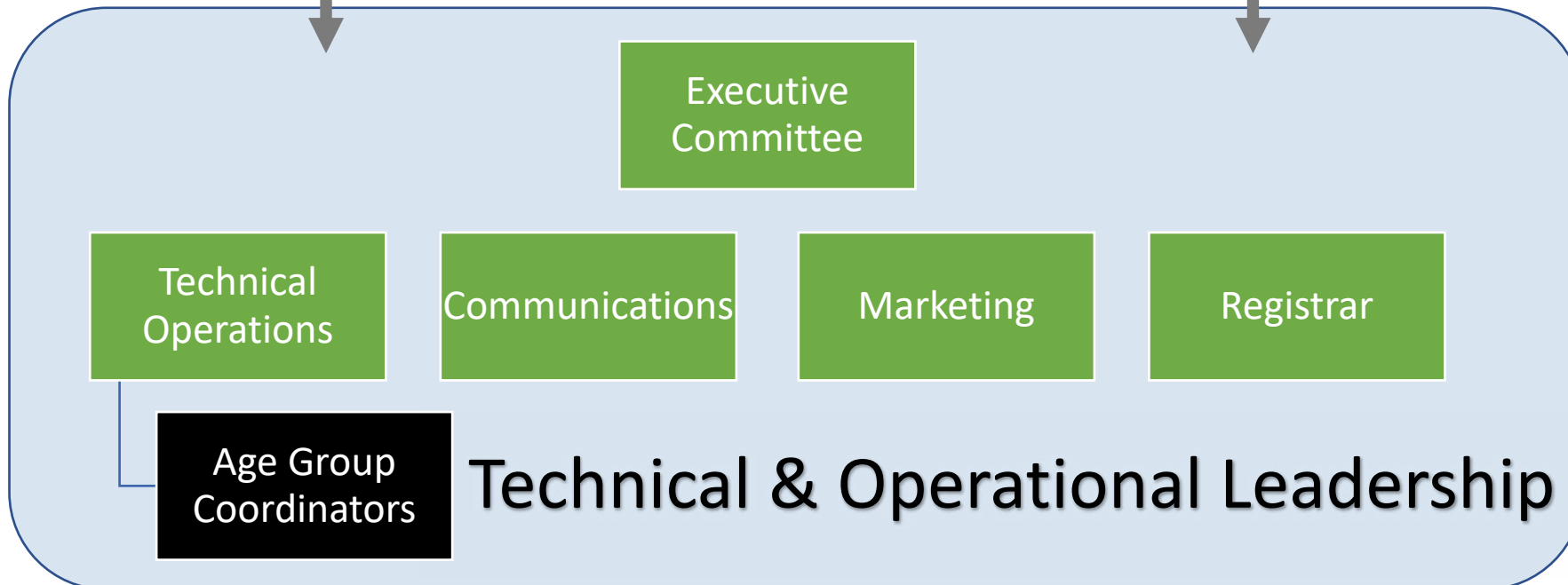


2. What are the specific roles and responsibilities of individual directors?



PTSO LEVEL 1 Org Chart – Volunteer Driven

Strategic Leadership



LEGEND:

DIRECTORS &
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Role of The President

Leads board towards achieving the club's strategic direction.

Provides leadership and direction for board in developing policies and strategies that guide the club.

Ensures that the relationship between the Board and Technical Operations remains positive, constructive, and professional at all times.

Plays a leading role in communicating the Vision, Mission, and Core Values of the club, and information about its activities, to the community, Members, and stakeholders.

Relates to Technical Operations as the expression of the collective will of the Board.



Responsibilities of The President

Leadership of the Board.

Assisting Technical & Operational Leadership.

Chairing meetings.

External relationships development & leadership.



Responsibilities of The President – Leadership of The Board

Ensures that the board carries out its responsibilities as defined in the Club's by-laws and governance policies/other policies enacted from time to time.

Ensures that the Board attends to its internal governance functions, including those related to recruitment and orientation of Board candidates and to board evaluation.

Recommends to the Board appointments to all board committees, including committee Chairs.

Coordinates the work of the Board and its standing committees through ongoing communication with the Chairs of the standing committees.

Serves as an ex-officio member of all board and club committees and sub-committees, may attend meetings of any committee and sub-committee.

Receives copies of all reports from Board committees in advance of board meetings.

Remains familiar with all programs, policies, and procedures of the Club.

Prepares, together with the Technical Operations Leadership, the agenda and information materials for the Annual General Meeting.



Responsibilities of The President – Assisting Technical Operations Leadership

Assists Technical Operations Leadership in identifying issues and problems faced by the Club and in developing plans and solutions.

Leads Board in evaluating operations against Club strategy.

Works with Technical Operations to ensure that the operational committees have the support necessary to progress towards outlined strategic goals.



Responsibilities of The President – Chairing Meetings

Chairs all meetings of the Board of Directors and, together with Technical Operations Leadership, prepares the meeting agenda.

Ensures that meetings of the board run in accordance with the Board meeting rules and procedures and code of conduct.

Chairs the Annual General Meeting of the Club and all other Club meetings.



Responsibilities of The President – Leadership of External Relationships

Speaks and votes on behalf of the Club at District, SNS, and other external meetings. Always in a manner that is consistent with the will of the Board of Directors.

Ensures that decisions reached by Soccer Nova Scotia that are applicable to the Club are brought to the attention of the Board of Directors for consideration.



Role of The Vice – President

Works closely with the President in providing leadership and direction for the Club.

Performs the duties of the President in the President's absence or inability to act.



Responsibilities of The Vice – President

Undertakes special tasks for the Board at the Board's request.

Is the chair of the Club's strategic planning committee – in the event that a strategic plan exists, or the Board starts to consider its development.

Is one of the Board's signing officers.



Role of The Director of Finance

Provides leadership and direction to the Board on financial best practice and fiscal policy.



Responsibilities of The Director of Finance

Leader in providing oversight of the financial operations of the club and prepares the budget.

Guides the Club's auditing processes.

Is the Chair of The Club's Audit & Finance Committee.



Role of The Secretary

Holds the Board responsible to meeting timelines – organizing and coordinating all Board and General Meetings of The Membership.

Serves as custodian of the Club's records and documents

Supports the Executive Director and President in communication with the Board



Responsibilities of The Secretary

Informs The Membership of the date, time and place of the Annual General Meeting and of any Special General Meeting, and of any motions on the agenda at such meetings requiring advance notices.

Record minutes of all General, Board and Executive meetings of The Club, and distribute minutes to relevant parties, within one month of the meeting.

Maintain a record in chronological order of all formal correspondence and minutes of all General, Board and Executive meetings of The Club.

Responsible for the maintenance of Club registration with the Nova Scotia Registry of Joint Stocks.



Responsibilities of The Secretary

Receives confirmation that the Standing Committees of the Board are provided with sufficient staff support in preparing and circulating the Committee meeting agenda, minutes and other documents.

Receives confirmation that Actions items are circulated to the Directors following each Board meeting.

Ensures that Directors and Standing Committee Chairs are alerted to the approach of key Board deadlines.

Assists and advises the Executive Director and President on any additional matters relating to Executive Director-Board relations, as required.

Assists the Executive Director with the preparation of the AGM agenda and documents, and confirms that all documents are sent to the Members in advance of the meeting.



Final Thoughts:

- In the event of confusion and disorder, it's important to revisit the guiding principles.
- The unique contexts of individual Clubs and their application for specific Canada Soccer Club Licenses in large part guide the methodology and plan by which specific licenses can be obtained.
- It is critical Clubs, as best as they can, separate Operations from Strategy – even when at times Board/Committee Members have to operate within both domains.
- Contact your SNS Consultant for professional support pertaining to effective club governance and operations.

