

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 suggested roles, responsibilities, membership framework, and procedures of operational committees?
3. What is the difference between standing and operational committees?

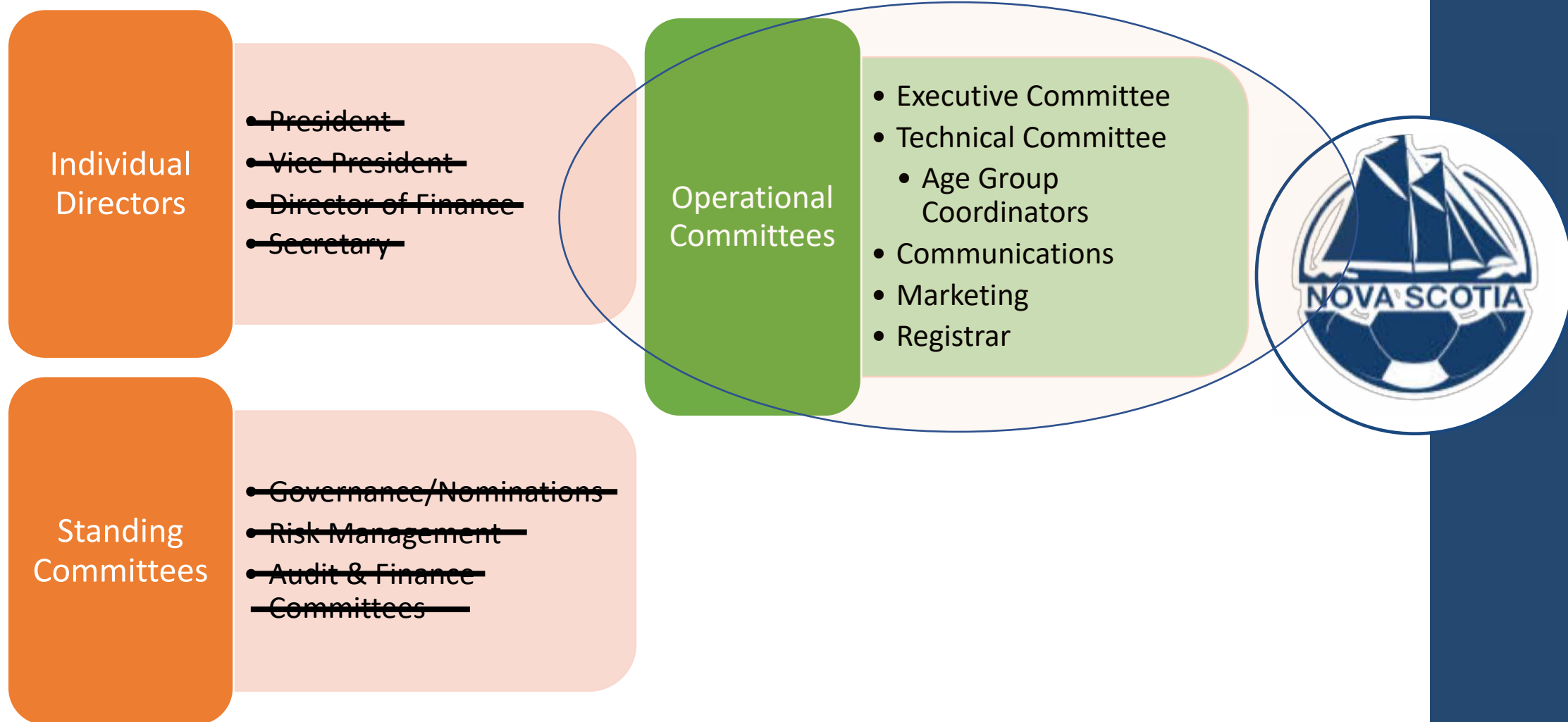


1. Strategic and Technical Operational Leadership – Why the distinction?

- 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 operational committees?



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Purpose of Operational Committees

To assist The Board in operationalizing the Club's strategic direction. Operational committees undertake tasks authorized by Board of Directors through The Operational Executive Committee, in accordance with their terms of reference.

Operational Committees are critical. Without them the club cannot effectively achieve their strategic goals.

Give volunteers an opportunity to be involved in work in an area where they have personal interest and expertise. They also facilitate the effective utilization of individual individual's talents and abilities.

Help volunteers learn and grow towards leadership positions on the Board.



Authority of Operational Committees

Operational committees are involved in the Club's day-to-day operations - looking to affect Membership through the implementation of best and good practice that is aligned with the Board Of Director's Strategic Direction.

Operational committees shall have a stated role or purpose and be approved by the Board

Operational committees have the authority to make decisions that impact programming AS LONG AS those decisions align with the Club's Vision, Mission, Statement of Values, and Strategic Direction

It is at the Operational level of leadership that the club can look to apply best and good practices that impact the day-to-day experience of The Membership.



Make-up and Operations of Operational Committees

In fully volunteer driven clubs committees are permanent and operate on a regular basis according to their terms of reference.

Background information for committee meetings are to be forwarded to committee members in advance of the meetings.

Committee members are expected, prior to meetings, to review all background information sent to them.

Committees report to the Operational Executive committee by means of written reports, which should be forwarded, together with any committee meeting minutes, to the president in time for inclusion with Board meeting materials.



Executive Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Role:
 - Main conduit between the Board and day-to-day operations of the Club.
 - Operationalizes club strategy as set out by the Board of Directors.
- Responsibilities:
 - Chair supports operational committees in setting annual goals and targets that align with Club strategy.
 - Chair supports individual operational committee in achieving goals and targets specific to that committee.
 - Chair sits on all strategic planning sessions of the Board, providing input from operations.



Executive Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- **Membership:**

- Comprised of Volunteer Chair, the Technical Operations Chair, the Communications Chair, the Marketing Chair, and Registrar.
- Committee members (including Chair) are appointed by the Board following the club's AGM. The committee's term ends at the close of the next AGM.
- Committee members should possess an understanding of the committee's terms of reference, acting as the main conduit between strategy at the Board level and day-to-day operations.
- Chair should have a practical understanding of general business operations, facilitation skills, planning development, implementation, and evaluation.



Executive Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Procedures:

- In the Chair's absence or inability to act, one of the other committee members to serve as Chair. In the event of a prolonged absence, the Chair rotates between operational committees.
- Committee may invite individuals outside of the Board to participate in committee meetings to expand its expertise – the invited individuals do not have voting rights.
- Decisions to be made by the majority vote with the chair having the deciding vote in the event of a tie.
- Minutes of meetings to be taken and made available at the next meeting of the Board.



Technical Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- **Role:**

- Expert domain in all aspects of individual child and youth program development, planning, implementation, evaluation, and change.
- Expert domain in all aspects of youth and adult coach recruitment, certification, development, mentorship, evaluation, recognition, and retention strategies.
- Expert domain in all aspects of membership education and engagement pertaining to technical program development and coach education.

- **Responsibilities:**

- To coordinate on a community basis all matters of a technical nature in respect to development and delivery of coaching, long term player development, club and community development, FUTSAL, and Athletes with a Disability programs and services.
- To provide leadership in the achievement of effective alignment and collaboration between the Community, The Club and Provincial/Territorial Associations on technical and related matters.
- To lead the club in fulfilling the Technical and Sporting criteria of the declared for Canada Soccer Club License.
- Submits Club Technical policy and procedure to Board for consideration.



Technical Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Membership:

- Comprised of no fewer than four members (age-group coordinators) and the chair of the executive committee (non-voting).
- Committee members are appointed by The Technical Committee Chair. The committee's term ends at the close of the next AGM.
- Committee members should possess an understanding of the committee's terms of reference.
- As well, committee members should have an understanding of current good and best practices pertaining to LTPD implementation, technical program development, & coach development.
- Certain individual certification is necessary depending on criteria of the declared for level within the Canada Soccer Club Licence Program.



Technical Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Procedures:
 - In the Chair's absence or inability to act, the Executive Committee Chair to serve as Chair.
 - Committee may invite individual out of the board to participate in committee meetings to expand it's expertise – the invited individuals do not have voting rights.
 - Minutes of meetings to be taken and made available at the next meeting of the Bboard.
 - Decisions are made by Chair based on contextual feedback from the committee (Age-Group Coordinators) as compared to Club operations, strategy, and by-laws.



Age Group Coordinators

- Role:
 - Liaison between Technical committee and assigned age group.
 - Champion of age and stage appropriate LTPD developmental principles.
- Responsibilities
 - Assists Technical Committee in managing the logistics of program delivery within assigned age group.
 - First point of contact for parents regarding questions related to assigned age group.
 - First point of contact for coaches regarding questions related to assigned age group.
 - Assists technical committee in coach recruitment, certification, mentorship, advancement, and recognition strategy.
 - Critical responsibility of representing interests of membership at Technical committee meetings.



Communications Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Role:
 - Expert domain in all aspects of Club-wide communication.
 - Primary driver of Club communication plan.
- Responsibilities:
 - Responsible for Club-wide communication.
 - Responsible for maintaining website and all social media platforms – in cooperation with other operational committees.
 - Constantly revises intra-Club communication processes.
 - Submits Club communication policy and procedures to Board for consideration.



Communications Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- **Membership:**

- Comprised of no fewer than 2 members and the Chair of the executive committee (non-voting).
- Committee members are appointed by Communications Committee Chair. The committee's term ends at the close of the next AGM.
- Committee members should possess an understanding of the committee's terms of reference.
- As well, committee members should have an understanding of current good and best practices pertaining to organizational communications.
- In cases of resource scarcity roles, responsibilities, membership and procedures can be combined with Marketing Committee.



Communications Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Procedures:
 - In the chair's absence or inability to act, the Executive Committee Chair to serve as Chair.
 - Committee may invite individual out of the Board to participate in committee meetings to expand it's expertise – the invited individuals do not have voting rights.
 - Minutes of meetings to be taken and made available at the next meeting of the Board.
 - Decisions are made by Chair based individual expertise, guided by contextual feedback from other operational committees and the Canada Soccer Club License Program.



Marketing Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Role:
 - Expert domain in all aspects of Club marketing strategy.
 - Primary driver of Club Marketing Plan.
- Responsibilities:
 - Creates Club's branding strategy.
 - Creates an annual Marketing Plan for execution.
 - Creates promotional content such as print, video, and any other form of content to promote club's achievements and accomplishments to membership and beyond.
 - Submits Club marketing policy and procedures to Board for consideration.



Marketing Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- **Membership:**
 - Comprised of no fewer than 2 members and the Chair of the Executive Committee (non-voting).
 - Committee members are appointed by Communications Committee Chair. The committee's term ends at the close of the next AGM.
 - Committee members should possess an understanding of the committee's terms of reference.
 - As well, committee members should have an understanding of current good and best practices pertaining to the development and implementation of marketing strategy.
 - In cases of resource scarcity roles, responsibilities, membership and procedures can be combined with Communications Committee.



Marketing Committee: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Procedures:
 - In the chair's absence or inability to act, the Executive Committee Chair to serve as chair.
 - Committee may invite individual out of the board to participate in committee meetings to expand it's expertise – the invited individuals do not have voting rights.
 - Minutes of meetings to be taken and made available at the next meeting of the board.
 - Decisions are made by Chair based individual expertise, guided by contextual feedback from other operational committees and the Canada Soccer Club License Program.



Registrar: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- **Role:**
 - Expert domain of all registration platforms, (player, coach, member) registration policy, and procedures.
- **Responsibilities:**
 - Ensures that Club adheres to all current Soccer NS and Canada Soccer policies regarding player, coach, team, and member registration.
 - Organizes and co-ordinates sessional registration events and booking of appropriate facilities.
 - Update and maintain online registration system as required.
 - Provides updated team rosters to caches and managers of all youth teams.
 - Responds to all inquires regarding registration from players, parents, coaches, and managers in the youth system.
 - Responsible for update and maintenance of team rosters, including coaches and managers, within the appropriate league systems.



Registrar: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Membership:
 - Comprised of no fewer than 2 members (age-group coordinators) and the chair of the executive committee (non-voting).
 - Committee members are appointed by Registrar Committee Chair. The committee's term ends at the close of the next AGM.
 - Committee members should possess an understanding of the committee's terms of reference.
 - Certain individual certification is necessary depending on criteria of the declared for level within the Canada Soccer Club Licence Program.



Registrar: Suggested Roles, Responsibilities, Membership Framework, and Procedures

- Procedures:
 - In the Chair's absence or inability to act, the Executive Committee Chair to serve as Chair.
 - Committee may invite individual out of the board to participate in committee meetings to expand it's expertise – the invited individuals do not have voting rights.
 - Minutes of meetings to be taken and made available at the next meeting of the Board.



3. What is the difference between standing and operational committees?

- Standing Committees of the Board are:
 - permanent and have a governing function: they assist the Board in carrying out its responsibilities, including development of Club strategy, oversight, planning, risk management, policy development, Director recruitment and Board self-evaluation.
 - are advisory to the Board. Except where so authorized, they do not have the authority to make decisions or act for the Board.
- Operational Committees exist to:
 - to assist the Board in operationalizing The Club's strategic direction. Operational committees undertake tasks authorized by Board of Directors through the Operational Executive Committee, in accordance with their terms of reference.



Final Thoughts:

- The above organizational chart, roles and responsibilities, committee membership structures, and procedures, represent an ideal to strive toward.
- 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.

