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CLUB BEST PRACTICES

COACHING/STAFFING

GENERAL STAFFING PRACTICES

Qualifications

Opportunity for employment will be open to any person who on the basis of education, training, experience, general knowledge and merit can present satisfactory evidence of being qualified for the position applied for. Applicants will be considered without regard to race, color, sex, sexual orientation or religion.

Advertising/Hiring Procedures

- When a staff/coaching vacancy occurs, or when a new position is created, the Board of Directors, will advertise the position(s) through the local print media or other suitable avenues.
- Candidates for the head coach and/or administrative management positions will be interviewed by the President and the board's designated hiring committee. The committee will bring forth a recommendation of a selected candidate to the Board of directors for approval.
- Candidates for additional staff/coaching positions will be interviewed and selected as agreed by the Board of Directors.
- Hiring committees shall check a minimum of two references prior to hiring an employee. As well, clubs hiring committees may request that their Provincial Association also do a reference check prior to the hiring of an employee.

Probationary Work Period

The first three months of employment will be considered as a probationary work period for all new employees, with no notice required by either party for termination of employment. Before the end of the probationary period, each employee will be evaluated on his/her performance to determine his/her suitability for continued employment.

Screening

It is recommended that all staff/coaches shall be required to undergo a criminal record check prior to hiring.

To register with the Manitoba Gymnastics Association, a Child Abuse Registry check must be completed.

Salaries and Contracts

Salary ranges for all positions will be reviewed at minimum once every two years by the board of directors. All contracts shall include a termination clause which follows provincial labour laws.

Holidays

Leave with pay will be granted to all staff for all statutory holidays and any added civic or national holidays so proclaimed. When any statutory holiday falls on an employee's day off, day of rest, or during his/her vacation, an alternate day will be granted.

Employees, after 1 year's continuous service, will be granted vacation with pay. Vacation leave will be as per provincial Labour Laws, unless additional vacation leave is specified in employment contracts. Any new employee not having a year of service to the commencement of the holiday period will be allowed holidays or holiday pay at the rate specified in provincial Labour Laws for each completed month of service.

For the purpose of computing annual holidays, the individual's employment anniversary date will be utilized. An employee leaving the service of the association will be entitled to payment for the balance of all unused vacation credits.

Vacation time will be taken at a time mutually agreeable to both the employee and the association. Vacation requests will come through President of the association unless otherwise designated.

Overtime

Coaches/staff members will not be granted financial compensation for overtime. Time off in lieu of overtime will be granted to staff with the approval of President of the Board.

Leave of Absence

Leave of Absence for maternity, paternity, or adoption leave will be as per Provincial Labour Laws. In all cases of leave for the above reasons, the employee will be reemployed in the same or comparable position with the same salary, benefits, and seniority as when leave was granted.

Compassionate Leave

An employee will be granted a minimum of three working days leave with pay when there is a death in the immediate family (children, parents, grandparents, sisters, brothers, aunts, and uncles).

Worker's Compensation/Insurance

All employees will be covered by Worker's Compensation and provincial policies.

Performance Evaluations

Each coach/staff member will be evaluated annually by the Board of Directors or their designate. Such evaluation will be in writing, and will be made available to the employee and the board of directors. Salary increments, providing funding is available, will be based on positive performance evaluations.

Position Evaluations

Job descriptions for all permanent positions will be evaluated at minimum once every two years by the Board of Directors.

Benefits and Professional Development

All coaches/staff working 20 or more hours per week in a permanent position shall be enrolled in any group insurance/benefits plans available through the organization. Coaches/staff shall also be provided with professional development opportunities on a request basis.

Personnel Records

The President of the Board or designate will set up and maintain adequate personnel records for all coaches and staff members to include information such as resume, date of hiring, vacation leave, evaluations, and all other related materials. Information will be made available to the board of directors and the employee as requested.

Grievances

In the event a coach or staff member has a grievance regarding his/her working conditions, employment situation or relationships, the grievance is to be discussed first with the appropriate supervisor. An employee may appeal the decision of his/her supervisor to the Board of Directors, and a decision will be made within 15 working days of the receipt of the grievance.

Termination

Termination notice for all employees will be as per Provincial Labour Laws, unless additional termination notice/procedure has been specified in individual employment contracts. All dismissals shall have the approval of the Board of Directors.

Confidentiality

All employers (Board of Directors) and employees (coaches/staff) will adhere to the principles of confidentiality and professionalism.

Staff Policy Amendments and Updates

The Board of Directors or its designated committee will be responsible for reviewing and making revisions to staff policies and procedures.

COACHING CERTIFICATION AND QUALIFICATIONS

- All coaches shall be certified under the National Coaching Certification Program at the level required for participation in provincial and/or national programs.
- All coaches shall, within 3 months of hiring, complete an emergency first aid course.
- All coaches shall be members in good standing of their provincial and national organizations, and, for coaches who are eligible, the Canadian Professional Coaches Association.
- All coaches shall complete a Child Abuse Registry check and have Respect in Sport Certification.

COACHING CONDUCT AND SAFETY

- All coaches/staff shall abide by the Code of Conduct and Code of Ethics established by their provincial association and the Coaching Association of Canada.
- Coaches shall establish rules for appropriate attire for athletes during training such as the wearing of shorts over leotards for female athletes.
- Coaches shall abide by the harassment policies established by their club and provincial association, and shall conduct themselves in a professional manner at all times, keeping in mind the safety and well-being of all athletes.
- Coaches shall not schedule/hold private practices or meetings with athletes where they are alone with an athlete. Coaches shall not be alone with an athlete under legal age under any circumstances in or outside of the training and competition site.
- Coaches shall ensure that they have up to date medical and other information available on their athletes at all times during training, travel and competition.

ATHLETE/PARENTS

- Parents shall provide pertinent medical and other information to their child's coach, including physical, mental and emotional challenges which may affect their child's performance during training or competition, or which may limit their activity. This information will be kept confidential.
- Athletes and their parents will be provided with materials describing club harassment policies, coaching philosophies, expectations, rules, regulations and policies about club programs and their involvement.
- Athletes and their parents will abide by the Code of Conduct and Code of Ethics established by their club or provincial association.
- Athletes shall follow rules for appropriate attire for athletes during training such as the wearing of shorts over leotards for female athletes.
- Parents and athletes shall also abide by the harassment policies established by their club and provincial association and shall keep in mind that coaches and club volunteers/administrators are professionals.

SAFETY AND MEDICAL

- All athletes have the right to participate in suitable and safe settings.
- Safety and the physical, psychological and emotional well-being of each individual athlete shall be of primary importance in all club programs.
- All athletes have a right to receive qualified instruction from certified and safety conscious coaches.

It is each Club's and Coach's responsibility to:

- Ensure that equipment and other facilities are checked for safety on a regular basis including: a daily check of equipment setup patterns and all equipment used that day; a semi-annual check of all cable attachments, floor plates and adjusting devices for signs of wear.
- That equipment is appropriate for the age and skill level of the participants.
- That coaches attend certification and upgrading courses on a regular basis.
- That coaches use appropriate progressions for skill development to ensure that the safety and well-being of their athletes are not compromised.
- Ensure that coaches are not attempting to teach skills which are beyond their own level of training and expertise.
- Ensure that athletes are not competing skills unless they have been performed many times in training and can be performed safely without the need of a spotter.
- Take action and to bring any safety risk they witness to the attention of an official, qualified coach, club or provincial representative.
- In the event of an emergency every attempt shall be made to contact the parent/guardian of an injured athlete for consent for treatment and for the communication of information.
- Individuals or the parent/guardians of athletes shall provide information on any prescription drug requirements in order that appropriate treatments may be provided in any emergency. Over the counter or prescription medication shall not be dispensed by team leaders or coaches to any athletes under the age of 12 years without the written consent of his/her parent/guardian. Parents/guardians may provide written confirmation that their child is capable of self-administering medication.
- Any athlete who is sick, injured or incapacitated for any reason shall not be left unattended at any event, program or competition. Injured or sick athletes will be provided with caring attention by a team manager, coach, parent or other responsible person designated by the club/provincial association until his/her return home.
- An athlete, in consultation with his/her coach or parent/guardian, may, without penalty of disciplinary action, withdraw from a competition or event due to illness, injury or other medical reason.
- For the treatment of a bloody wound, if the bleeding occurs where other participants may be exposed to blood, the individual's participation must be interrupted until the bleeding has been stopped. The wound must be cleansed with antiseptic and securely covered. All clothing soiled with blood must be replaced prior to the athlete resuming training or competition. All equipment and surfaces contaminated with blood and other body fluids must be cleaned with a solution of 1 part household bleach to 9 parts water.

- Medical personnel shall be available on site for all provincial, inter-provincial and major competitions. Hosting organizations should have emergency action plans in place for accidents and injuries.

BOARD OF DIRECTORS AND VOLUNTEERS

A successful, smooth-running club needs many individuals with specific areas of expertise. By electing directors, the members have transferred power to the Board of Directors to assume the overall responsibility for determining the broad courses of action and the policy making decision which will enable the society to meet its goals and objectives. The Board should formulate, approve, direct, and establish all matters of policy, procedure, budgeting and planning. Policies are the rules established by the Board of Directors which gives concrete form to the intentions of the organization.

The Board of Directors should provide leadership in:

- o setting goals in keeping with the wishes of the membership
- o evaluating progress towards these goals
- o evaluating organizational performance and program results in relation to the goals
- o accepting responsibility for operations and programs
- o establishing committees as necessary to carry out the goals and objectives of the organization
- o motivating volunteers and inspiring continuity within the organization

The Board is responsible for the effective management of the organization including:

- o ensuring that all members uphold the constitution and bylaws
- o establishing signing authority
- o reviewing all financial reports
- o establishing and monitoring the terms and conditions of employment and evaluation of all staff
- o acting as an appeals committee on all matters of conflict

Board members shall:

- o represent the interest of all people served by the organization
- o not use the organization or serve on the Board for personal advantage or for the advantage of friends or supporters
- o keep confidential information confidential
- o approach all Board issues with an open mind, prepared to make the best decision for the whole organization
- o do nothing to violate the trust of those who elected him/her to the Board or the members
- o focus his/her efforts on the mission of the organization and not his/her personal goals
- o never exercise authority as a Board Member except when acting in a meeting with the full Board or as delegated by the Board
- o act honestly, in good faith and in the best interests of the organization

Board members have the following duties:

Duty of care and diligence: Board Members must be familiar and knowledgeable about the policies and affairs of the organization including functions and actions of the Directors, revenues and expenditures of the organization, employee hiring, training and responsibilities, insurance, safety.

Duty of skill: Board Members are required to use their skills, equal to their professional abilities, in managing the organization. If one does not have any specific skills (for e.g. in financial areas) one is expected to inform oneself and gain the knowledge and information. Ignorance is not a defense to the duty to manage with skill.

Duty of prudence: Board Members have the duty to manage the organization's funds carefully and wisely.

Duty of trustworthiness: Board Members have a duty to be honest, be loyal to the organization, to act in good faith, to act in the best interests of the organization, and to avoid making a personal profit at its expense or appear to be doing so.

Below are some examples of people who help run the club, what they do and why. It is important that each position be provided with a defined term of reference and a detailed job description. A Director's authority must not go beyond his/her individual vote and he/she must abide by the decisions of the Board of Directors.

President

- presides at meetings
- provides the required leadership, co-ordination and supervision for all activities
- represents the organization in an official capacity to the public and other agencies
- requests and receives reports from Board Members
- responsible for day to day operations of the organization, and supervising staff and volunteers to carry out their duties
- appoints standing and special sub-committees of the board as required and provides their job requirements

Vice-President

- presides at meetings when President is absent and assumes the role of the President in his/her absence
- acts as an advisor to the President

Secretary

- maintains all necessary correspondence and records all board decisions and transactions
- responsible for preparation of notices of meetings; keeps minutes of meetings
- presides at meeting when President and Vice-President are unable to attend
- ensure that annual reports are filed with Non-Profit Corporations

Treasurer

- compiles and monitors budgets
- records financial transactions and prepares financial statements for approval
- responsible for financial accountability of the organization

Registrar

- takes names, addresses, ages, etc. of all athletes who are going to participate in the club
- be available for registration night
- registers all members with provincial association

Media Representative/Promotions

- develops and implements promotions and recruitment programs

Fund Raising / Ways & Means

- organizes events to raise money for organization

NON-PROFIT ORGANIZATIONS

To assist your organization legally, as well as to be eligible for certain grant programs available, you should be incorporated as a non-profit organization.

There are many advantages to becoming a non-profit corporation:

- It gives an organization legal status.
- It is recognized by the legal system and given rights and responsibilities.
- Your organization can enter into contracts, borrow money, and have bank accounts.
- Property titles are in the club's name, not individuals and will make it easier to sell if the need arises.
- Members are generally not personally liable for debts. If you are not incorporated, each registered member is personally liable for all debts.
- Continuity of your club is assured, even though members may come and go.
- Your club can bring about any legal action.

PERSONAL LIABILITY

Board Members, whether they serve with an incorporated organization or not may be held **personally** liable for:

the actions of an organization which are outside the purposes stated - for example, if your constitution states that your club's purpose is to teach girls gymnastics, and you start a boys program in which a boy gets injured, your insurer could refuse to pay because this would not be a lawful activity as stated in your constitution. Directors could be personally sued for damages, Breach of criminal or other statutes - for example, failure to pay employee deductions, hiring illegal immigrants, failing to keep financial accounts, failing to keep lists of members.

Being a board member is a serious responsibility, and one that should not be taken lightly. If you are thinking of joining a board, or are already a board member, here are some tips to minimize your risks of liability:

- Ask for copies of the constitution and bylaws - read and know them thoroughly
- Know your organization's budget process, and financial situation. Investigate anything that looks suspicious by asking questions and going over the statements and accounts.

- Know who is authorized to sign cheques and for what amount.
- Be sure that proper payroll deductions are being made for tax, CPP and EU and that these are being forwarded to Revenue Canada. Failure to do so may result in directors being personally liable for this amount.
- Treat the affairs of the organization as you would your own.
- Insist that there is a well established personnel committee if your organization employs staff.
- Insist that nominating committee and board membership procedures are written and followed.
- Attend all meetings of the board, or as many as possible.
- Immediately disclose any conflicts of interest in writing, and then abstain from voting on that issue.
- Review the minutes from every board meeting.
- Insist that you receive copies of all documents and reports prior to meetings, and then read them.
- Insist that all committee meeting discussions or decisions are reported at board meetings.
- Be certain that policies are clearly defined and that the board acts on them as a whole.
- Always make sure you fully understand any issue and its consequences before voting.
- When you dissent to a motion, ask that it be recorded in the minutes.
- Insist that the organization has proper legal counsel.
- Provide adequate supervision of the organization's officers/volunteers, and evaluate their performance regularly.
- Provide adequate supervision of the organization's staff, and evaluate their performance regularly.
- Insist that your organization purchase Directors and Officers liability insurance.
- Vote against any expenditure which the organization does not have funds to cover.
- Keep all minutes and documents in a file or binder for easy reference.