



Skate Canada Board of Directors and Chairs Job Description

Director Job Description

The Skate Canada Board and its Directors are accountable to the organization's membership for providing competent, conscientious and effective fulfillment of the Board's three primary roles – setting direction, strategic planning and monitoring and evaluation. These roles are defined in detail in the Board's Governance Charter and related Board policies.

To fulfill these roles, each Director has a responsibility for:

- Understanding the organization's vision, mission, strategy, goals, objectives and programs.
- Monitoring the CEO's performance in relation to the Board's direction.
- Ensuring all activities completed within and on behalf of the organization are done in accordance with the law, regulations and the constitutional documents and policies of the organization.
- Maintaining a high level of personal integrity and ethical conduct.
- Keeping confidential those matters of a private nature that come before the Board.

Accordingly, Directors undertake the following key duties:

- Regularly attending Board meetings.
- Preparing for Board meetings by reading and understanding the agenda package before the meeting.
- Reading and understanding the Minutes of Board meetings and the Minutes of any Committee assignments.
- Being aware of the background and content of the Board's policies.
- Building a collegial working relationship that contributes to constructive discussions and decisions of the Board.
- Regularly assessing the ever-changing environment within which the organization operates in order to effectively contribute to the development of the organization's strategic direction, plans and monitoring of outcomes.
- Participating as a member or chairing Board Committees (Finance and Enterprise Risk Management, Membership Policy, External Relations, Governance, CEO Operational Review).
- Approving, where appropriate, policy and other recommendations received from the Board, its standing committees and/or senior staff.

- Participating in reviewing quarterly and annual financial results for the organization and ensuring, through the oversight of the Finance and Enterprise Risk Management Committee, the reports are accurate and in accordance with accepted accounting principles.
- Inquiring when clarity does not exist or interpretation is required of the Board's direction and oversight responsibilities.
- Avoiding the substance or appearance of conflict of interest that could adversely influence objectivity in conducting the business of the Board.
- Being certain that the Board's policies are clearly identified and understood by the Board, and that the Board acts on them.
- Annually, through the CEO Operational Review Committee, evaluating the performance of the CEO and approving compensation in accordance with his/her performance.
- Understanding and respecting the difference between Management and Board functions, Management and Board roles, policy and implementation.

In addition to the responsibilities of all Directors, the Regional Directors and Coach Director have the following additional responsibilities:

Regional Directors (West, Ontario, Quebec, Atlantic):

- Liaise with and act as a conduit between the Board and the region, reaching out to the region in a timely manner to gather feedback and input when required on matters of governance.
- Have an awareness of and/or experience with the varied stakeholders in both urban and rural/remote communities.
- Represent the perspective of the regions by bringing their views forward to the Board on issues of governance when appropriate.
- Share information or messages as required and determined by the Board.
- Additional time commitment is required through participation as an observer on monthly meetings of the Section Coordinating Committee. This participation is rotated through the four Regional Directors.

Coach Director:

- Serve as a point of contact for any coach in Canada.
- Bring the perspective from the large coaching membership group and look at issues as they affect the coaching community.
- Have an awareness of and/or experience with large, as well as small clubs/skating schools.
- Inform the Board of the impact of organizational decision making on all stages of Skate Canada's Long Term Athlete Development Model, from the perspective of coaches.

Board Chair (President) Job Description

The term Board Chair and President are interchangeable and refer to the same position.

Within the framework of the functions performed by the Board of Directors, the Board Chair has specific roles to play. The Chair serves as the only official spokesperson of the Board to outside parties and is the only Board member authorized to speak for the Board, other than in specifically authorized instances.

The Chair also coordinates the activities of the Board of Directors. In particular, the Chair ensures that the Board is continually operating at an engaged policy governance level through its agendas, discussions, and decisions.

In particular, the Board of Directors provides the Chair with the following authority:

- Providing leadership over the governance responsibilities of the Board of Directors.
- Calling and arranging meetings of the Board of Directors.
- Setting the agenda together in consultation with the Chairs of each Committee and the CEO.
- Chairing Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
- Ensuring that Directors receive precise, clear and complete information in good time.
- Monitoring Board member attendance and performance at meetings.
- Ensuring that sufficient time is arranged to discuss and reflect on all issues.
- Ensuring that Board functions are completely and equally delegated to Board Committees.
- Maintaining contact with Committee Chairs, helping them stay on track and monitoring whether they need any additional support.
- Facilitating a positive Board culture, among Directors as well as between the Board and CEO.
- Working closely with the CEO, serving as Chair of the CEO Operational Review Committee and ensuring the CEO has information required to understand and implement the Board's direction.
- Helping guide and mediate Board actions with respect to organizational priorities and governance obligations.
- Representing the Board to outside parties either in simply announcing Board stated positions or in stating Chair decisions and interpretations within the area delegated to him/her.
- Within the international skating community only the term President is used. Although not responsible for operational matters, at the international level the President is the

spokesperson for Skate Canada, setting the direction and making decisions on behalf of the organization.

- Ensuring, together with the Governance Committee, that the performance of the Board and Board Committees are assessed on a regular basis.
- Performing other responsibilities assigned by the Board.

Taken together, the authority of the Chair consists only in making decisions on behalf of the Board, which fall within and are consistent with Board's role and responsibilities and maintain the desired Board – CEO Relationship. The Chair has no authority to make decisions outside the parameters defined by the Board.

Committee Chair Job Description

In alignment with the Board's governance philosophy, Board Committees are established to assist and enhance the Board's ability to carry out its responsibilities. The Board maintains responsibility for all decisions and activities of all of its Committees. As such, the Board has established guidelines by which its Committees must follow when carrying out their responsibilities delegated by the Board in their Committee Terms of Reference.

Accordingly, Committee Chairs are responsible for the following:

- In consultation with the Committee members, develop and implement an annual plan to accomplish the objectives and Terms of Reference of the Committee.
- Review additional suggestions for matters of consideration to determine if each is appropriate for the Committee, including matters with respect to the Board as a whole or to individual members of the Board.
- Proactively identify priority items that need attention by the Committee.
- Assign work to Committee members (as required), distribute the agreed-upon meeting agenda, run the meetings and ensure distribution of meeting minutes.
- Set the tone for all Committee work.
- Conduct the meeting and ensure participation by Committee members.
- Ensure the Committee members have the information needed to do their jobs.
- Present any Committee issues, concerns and recommendations on governance-related matters to the Board for its approval and/or direction.
- Where overlap exists between Committees, work in partnership with other Committee Chairs to avoid duplication and ensure work is completed.
- Liaise with Skate Canada staff leads as appropriate, building strong working relationships as well as recognizing where staff and/or committee members are responsible for completing the work.

Time Commitment

Board members are expected to participate in:

- 3-5 in-person meetings per year (2 days per meeting, travel required)
- Conference calls (1 to 1.5 hours every 6 weeks)
- 1-2 hours per week reading, researching, writing, preparing, etc.

President (in addition to above):

- Domestic Championships (3 days)
- 2-3 International Events (4 days each)
- ISU Congress (4 days)
- 7-10 hours per week including conference calls