

## Governance and Management Policy and Job Descriptions

Version 6 (10 July 2013)

### 1 Policy Aims

This policy aims to set out the manner in which the NZIFSA will be governed and managed and to establish the relationship between the Board and the Operations and Development Groups.

The aims of the governance/management model are to:

- Enhance organisational performance and reduce workloads on volunteers,
- Strengthen the confidence of members,
- Enhance member satisfaction and understanding through transparent decision-making, and to
- Improve rates of volunteerism and satisfaction.

### 2 Documents

The documents that govern the NZIFSA are:

- Constitution
- NZIFSA Code of Ethics / ISU Code of Ethics / Coaches Code of Ethics
- Policy Documents
- Rules and Regulations

All decisions and actions the Board, Operations and Development Groups must be consistent with all of the above documents. The documents govern the organisation in the order shown above, such that any document below another document in the list above must be consistent with the documents above it. Where any inconsistency exists, the rules from the higher document shall be used in decision-making.

In addition, a Strategic Plan is used to guide the creation and change of policies and the prioritisation of efforts and resources. The Strategic Plan will be reviewed annually by the NZIFSA Board.

### 3 Policy-Based Decision-Making

The NZIFSA shall endeavour to put into place written policies to cover all areas of decision-making and to codify standard practices.

As much as possible, policies should be objective, that is, they should leave as little as possible to discretion. Where policies must be subjective the policy should set out criteria for evaluation and include guidelines for applying the criteria.

### 4 Policy Document Change Process

Changes to Policy Documents will be made in accordance with the "Alterations to the Constitution, Code of Ethics and Regulations" section of the NZIFSA Constitution.

### 5 Policy Exceptions

No action by the Board, Operations or Development Groups or resolution of the Board may be inconsistent with a Policy Document except where either:

- 1) The Board believes the existing Policy did not take into consideration the current circumstances; or

- 2) intended changes to the Policy have been sent to members for consideration and the resolution is consistent with these intended policy changes;
- 3) and the resolution was passed by a four-fifths vote of the NZIFSA Board.

If the Board takes an action or resolution under this section, a rationale must be provided to members as soon as possible. The inconsistency and rationale should be considered when the Policy is next reviewed so that the Policy can be rectified if necessary.

## **6 Timeline for and Process of Changes to Rules and Regulations**

Members may make submissions by proposing changes to the Rules and Regulations by making a submission in writing to the NZIFSA Secretary or through the Rules and Regulations forum on the NZIFSA website. Such submissions shall include a rationale. The Technical Director shall put forth draft Rules and Regulations including all submissions when the Rules and Regulations are next reviewed and hold a discussion forum at the time of the NZ National Championships. The Technical Director will then put the draft Rules and Regulations with the recommendations for changes as a result of the consultation process for further comment/consideration. The draft Rules and Regulations are then sent to the Board to either approve a submission, alter and approve it, or reject it.

May-July:	Technical Director drafts rule changes in consultation with invited persons and in response to changes in the ISU Rules in each of the disciplines – Singles, Pair Skating, Ice Dance, Synchronized Skating, Kiwi Skate and Adult Skating.
August:	Draft of Rules and Regulations to Skating Community for feedback/submissions
Sept/Oct:	At NZ National Championships – Forums to discuss rules, future directions, development. Draft Rules and Regulations finalised
Oct/Nov:	Rules and Regulations to the Board for approval two weeks prior to Board meeting
Dec:	Rules and Regulations printed and distributed
1 Jan:	Rules and Regulations come into effect.

## **7 Board –CEO Linkage**

To be read in conjunction with NZIFSA CEO Limitations Policy.

### **7.1 Executive Constraint**

The Board's sole official connection to the Operation and Development Groups, their achievement, and conduct will be through the Chief Executive Officer (CEO).

### **7.2 Instructions to the CEO**

The Board will instruct the CEO through written policies.

- From time to time, the Board may change its CEO Limitations Policy, thereby shifting the boundaries between Board and CEO Responsibilities.

### **7.3 Monitoring CEO Performance**

The Board will provide systematic and rigorous monitoring of the CEO job performance.

- CEO monitoring will be based on expected CEO outcomes as expressed in the CEO job plan approved by the Board.
- In every case, the standard for compliance shall be any reasonable interpretation of the Board policy being monitored.

The Board will acquire monitoring data by any of the following method:

- Internal reports prepared by the CEO;
- Internal reports prepared by the Operations and Development Group Directors / appointed Officers;
- Direct inspection by a designated member or members of the Board, including inputs from selected stakeholders.

All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

#### **7.4 Communication and Support to the Board**

The CEO shall communicate with the Board in a timely and sufficient manner to keep the Board informed and prepared for its work.

- The CEO shall submit monitoring information required by the Board in a timely, accurate and understandable fashion, directly addressing the Board policies being monitored.
- The CEO shall report and prepare recommendations and suggest corrective action in a timely manner on any actual or anticipated non-compliance with any policy of the Board allowing sufficient time for the Board to consider corrective action.
- The CEO shall keep the Board informed of the relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in assumptions upon which any Board policy has been or is being established.

## **8 CEO – Operations & Development Groups Linkage**

### **8.1 Executive Constraint**

The Operations and Development Groups sole official connection to the Board, their achievement, and conduct will be through the Chief Executive Officer (CEO).

### **8.2 Accountability of the Operations and Development Groups**

- All decisions, actions, establishment of practices, and development of activities must be in accordance with NZIFSA policies and regulations.
- Each Director / Appointed Officer is directly accountable to the CEO in meeting deadlines for assigned tasks and reporting in a timely manner in order for the CEO to inform the Board.
- Keep the CEO informed of relevant trends, adverse circumstances, and changes/developments required for established programmes and new initiatives.

### **8.3 Delegation to the Directors and Appointed Officers**

The duties of the Directors/Officers are to be as per the job descriptions in the Governance and Management Policy. Directors/Officers can invite third party/seek external expertise to assist with carrying out their duties and assist with the development of the sport within the parameters of each job description. As long as the Director/Officer works within the parameters of the policy/regulations, the Director/Officer is authorized to make decisions, take actions, establish practices and develop activities in order to competently carry out prescribed duties. The Director/Officer must notify the CEO of any circumstances, events or actions that falls outside the policies or regulations of the NZIFSA.

### **8.4 Monitoring Directors/Officers Performance**

The CEO will provide systematic and rigorous monitoring of the Directors/Officers job performance.

- Directors/Officers monitoring will be based on expected Directors/Officers outcomes as expressed in the job descriptions outlined in the Governance and Management Policy.

The CEO will acquire monitoring data by any of the following method:

- Internal reports prepared by the Director/Officer;

- External reports prepared by a third party selected by the CEO;
- Direct inspection by the CEO.

#### **8.5 Communication and Support to the CEO**

The Directors/Officers shall communicate with the CEO in a timely and sufficient manner to keep the CEO informed and prepared for his/her work.

- The Directors/Officers shall prepare written reports on activities/events are required for the monitoring of programmes and to ensure budgets are adhered to.
- The Directors/Officers shall report and prepare recommendations and suggest corrective action in a timely manner on any actual or anticipated non-compliance with any policy or regulations of the NZIFSA allowing sufficient time for the CEO/Board to consider corrective action.
- The Directors/Officers shall keep the CEO informed of the relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in assumptions upon which any Board policy or regulation has been or is being established.

## **7.9 Job Descriptions**

The NZIFSA shall maintain and append job descriptions as an appendix to this policy for all elected and appointed officers. These job descriptions shall set out duties and responsibilities, desirable experience and period of appointment for the position.

Job descriptions should be aligned with the strategic plan, so that all objectives in the strategic plan have been assigned to an individual or group.

Volunteers and staff shall be responsible for carrying out and following the policies of the organisation. The NZIFSA Board maintains full control over the organisation and job descriptions do not confer any special powers to an individual or group. All actions carried out by the job-holder must be explicitly allowed by the Constitution, another Policy Document, the Rules and Regulations, approved procedures or a resolution of the Board.