

**CROSS COUNTRY ALBERTA**  
**POLICY AND PROCEDURE MANUAL**

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**SECTION 1**

**FRAMEWORK POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Framework Policies

Belief Statements

1.1

- *Responsibility, respect, integrity, partnerships, excellent service, learning, and growth are valued and demonstrated throughout our organization.*
- *All people have the right and are encouraged to participate in cross-country skiing.*
- *Sporting excellence should be achieved through fair play, ethical and moral behaviour.*
- *Participation in skiing contributes to a healthier lifestyle and feelings of well-being.*
- *The roots of cross-country skiing are founded in an inherent love of outdoor experiences in nature.*

(Oct 1998)

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Framework Policies

Vision Statement

1.2

*Cross Country Alberta's (CCA) vision is founded in the belief that cross-country skiing is inherently beneficial to all Albertans. CCA strives to promote, enhance, and develop cross-country skiing experiences throughout Alberta.*

(Nov 1998)

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Framework Policies  
Mission Statement of CCA  
1.3

*Cross Country Alberta will lead, develop, and promote the sport of cross country skiing throughout Alberta. We will accomplish our mission through quality service, leadership and skier development, responsible management, and education, thereby enhancing communities and lifestyles throughout Alberta.*

(Nov 1998)



- *To avoid bias, have fair, and equitable selections, the Board of CCA will require clear selection guidelines to be established. The Board has the authority to make and/or delegate the final decision.*
- *The Board of CCA will strive to support and encourage clubs to have programs delivered at the club level, by club members. Where specific needs and/or economic numbers and/or fiscal need exists, programs will be delivered at the Regional level, via Regional qualified individuals, and again at the Provincial level where need, numbers, and/or fiscal reasons exist via Provincial qualified individuals.*
- *CCA is committed to listening to our membership.*

(Feb 2001)

1. **To support the CCA member clubs**, by providing quality timely services (Administration & information), assistance, and sanctioning & endorsement of events and programs. This will require that the association ensure a sufficient supply of certified member clubs.
2. **To foster excellence in leadership** by developing, maintaining, and enhancing our Board, Committee, Coaches, Leaders, Officials and Volunteer personnel.
3. **To develop, maintain and continuously improve** a skier/athlete development program that ensures an adequate level of skiers at all levels (recreation and competition). In addition, to ensure the existence and further development of the programs and services offered and/or endorsed by CCA, whereby the benefits flow towards the Alberta Ski Team. This also enables CCA to enhance active lifestyles and fitness, which contributes to the overall well being of Albertans.
4. **To maintain and promote** a high performance program with an emphasis on the Alberta Ski Team and development squad, for the purposes of high end competitions such as the Provincial, National, and World Championships and Winter Games. The benefits of this program should reciprocate to the skier/athlete development program.
5. **Governance** – To encourage member participation in the governance of the association (responsiveness) and to foster an efficient and effective association in partnership with all stakeholders (members, ASRPWF, personnel, volunteers), by effectively and efficiently managing the activities and resources.
6. **To promote cross country skiing as an accessible sport for all Albertans by:**
  - A) Integrating our leadership development programs with special populations programming (i.e. women, AADS, Special Olympics, etc.)
  - B) Making our programs accessible to schools throughout Alberta.
  - C) Public and media relations through effective marketing and human resource planning.
7. **To promote youth development through:**
  - A) Support of club based jackrabbit programs in the form of promotional material and educational material as well as outreach day camp programs.
  - B) Jackrabbit leader courses to increase the number of leaders as well as promotion of leaders to course conductors to enhance the delivery of the jackrabbit programs.

(Nov 1998)

**SECTION 2**

**GOVERNANCE POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Policy-making  
2.1

### POLICY:

*Cross Country Alberta will have an overall, comprehensive Policy & Procedure Manual to oversee the activities of the association. The Policy & Procedure Manual will set forth policies and procedures applicable to all Board members, member clubs, individual members, volunteers and personnel of Cross Country Alberta. This manual has been developed to ensure consistency of application, action, and to clarify roles and responsibilities for specific processes.*

(Feb 2001)

### PROCEDURE:

- A. The Policy and Procedures Manual is approved by the CCA Board of Directors.
- B. Each policy concludes with the Approval Date (Month, Year).
- C. The Policy & Procedure Manual will undergo continuous review and development as outlined in Policy 2.1.1. The Policy and Procedure Manual will be linked from the CCA website. The CCA office and each Board member will have a current Policy & Procedure Manual. One printed copy will be delivered to each club in Alberta. Updates will be sent to clubs once per year.
- D. All employees, members of the Board of Directors or members of CCA are encouraged to draw any suggested changes to the attention of the Board of Directors or the Senior Staff Person and are asked to put their suggestions in writing in the prescribed format. These may be brought to the attention of the Board of Directors at the next Board meeting.
- E. The Board of Directors will ensure the relevance and legal interpretation of the Policy & Procedure Manual is maintained through periodic reviews and revisions.

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Governing Style  
Policy Development  
2.1.1

### POLICY:

*Policies will be developed that are relevant to CCA and go through a rigorous, consistent development process to achieve final Board Approval.*

(Feb 2001)

### PROCEDURE:

New or amended policy will go through the following stages to receive final approval to be included in the Policy and Procedures Manual:

1. A Board member presents a DRAFT Policy for discussion and potential revision. This must occur at a minimum of one (1) month before the date of projected final approval. The document must clearly state that it is a “DRAFT – For Discussion Only”.
2. The Board member who initially presented the Policy will collect feedback during this time from other Board members and relevant parties. The feedback and information received back should be synthesized into a changed DRAFT Policy.
3. A Final DRAFT Policy must be posted and presented a minimum of one week before the Board meeting during which approval is to occur.
4. At a Board meeting, the sponsoring Board member must ensure that a motion is presented in the agenda for approval. The meeting minutes must reflect that a motion was made to accept the policy as stated. (Note: The meeting minutes should reference the Policy title and number.)
5. If the motion to accept the Policy passes, the policy is dated (month and year) and the policy is added to the overall Policy and Procedures Manual. If the motion to accept fails, the DRAFT can be sent back into review stage with further changes to be made. It can then be presented at the next Board meeting.
6. Policies that are superseded by newly amended or approved policy will be removed from their current location and placed at the end of the Policy and Procedures Manual, in a Superseded Policy Section 10 (stored chronologically).

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Governing Style - Type of Board  
2.2

### POLICY:

*Cross Country Alberta is governed by a volunteer Board of Directors, elected annually by the membership, who will have full control and management of the affairs of Cross Country Alberta pursuant to the respective offices held by the directors and officers of the society.*  
(Feb 2001)

See CCA Society Bylaws, Section 15

### PROCEDURE:

1. At each Annual General Meeting, the membership in attendance elects officers to the CCA Board of Directors through a secret ballot.
2. This Board is accountable to the membership of Cross Country Alberta.
3. The Board of Directors is responsible for the hiring of, delegation to and evaluation of the Senior Staff person.
4. All board members must attend all Board meetings unless other important engagements preclude this. After two consecutive missed meetings the Chairperson will review directors commitment.
5. All Board members present must agree upon the next Board meeting time and date at the completion of any Board meeting.
6. Board members must have a tentative agenda at least a week prior to the meeting date to be prepared by the Chairperson or Vice Chairperson.
7. Agendas for all Board meetings must be finalized and approved at the beginning of each Board meeting.
8. All information to be discussed at the Board Meeting must be sent one week prior to the meeting to the complete board.
9. All matters discussed at the Board level are confidential. Motions, which are officially passed by the Board, shall be dealt with in a confidential manner until such time that the Board designates the decisions to be effected by CCA staff or individual Board directors.
10. All Board members shall abide by all decisions passed through due process at the Board level. Dissent of any Board member on any decision passed by the Board will be subject to disciplinary action. Any form of communication regarding confidential Board decisions, outside of the Board level, before the proper communication of that decision by the Board shall be considered dissent. As well, public disapproval of Board decisions by Board members shall be considered dissent and will be subject to severe disciplinary action.

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Governing Style  
Committee System  
2.2.1

*POLICY: Committees can be formed to assist or promote any objective of CCA, and to make a recommendation to the Board on that objective. The Board must always make the final approval before a decision is made, unless the Board has delegated this authority to a person or group.*

(Feb 2001)

See CCA Society Bylaws, Section 21(b)

### PROCEDURE:

1. The board is divided into two types of Directors: Administrative Directors and Technical Directors.
2. Within each committee, sub-committees can be formed to handle specific duties of the committee, such as a selection committee to select athletes to teams based on criteria set out by the AST committee.
3. Some Board Members will be on more than one Committee to support the operations of CCA.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Governing Style  
Board Structure  
2.2.2

*POLICY: The structure of the CCA Board of Directors will be established by the Board of Directors to best distribute the tasks of the Board. Each individual Board member has their own portfolio for which they are responsible, and about which they report regularly to the Board. The Board directors will have extensive communication with the Senior Staff Person who will assist in communication and tasks related to that Board position.*

(NOV 1998)

See CCA Society Bylaws, Section 15

*PROCEDURE: The Board is made up of the following listed positions. The job descriptions associated with each position are outlined in the policy on Board member job descriptions (2.3.1.1).*



- Chairperson
  - Past Chairperson
  - Vice Chairperson
  - Treasurer
  - Director of Human Resources
  - Director of Marketing, Communications and Membership
- Administrative -  
Directors
- Director of Events and Scheduling
  - Director of Youth and Athlete Development
  - Director of Leadership Development
  - Director of the Alberta Ski Team
- Technical  
Directors

(Feb 2001)



*Proposed change: This needs to be presented at CCA AGM re. Combine Youth and Athlete Development.*

**Error! No topic specified.**

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Roles, Responsibilities and Functions  
2.3

*POLICY: The role of the Board is to ensure appropriate and timely decisions that effect change within the organisation, are executed. Each member of the CCA Board is responsible for ensuring the success of CCA and the members it supports. Proper function is ensured by established expectations from the Board and from members of various committees. With this in mind, CCA will review and update job descriptions and expectations of Board Members on a regular basis.*

(Feb 2001)

**PROCEDURE:**

1. The Board reviews on an annual basis the roles, responsibilities and functions that have been assigned to various directorships and to the Board as a whole.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Roles, Responsibilities and Functions  
Board Member Job Descriptions  
2.3.1.1

**POLICY:**

*Cross Country Alberta will ensure that each Board member has an up-to-date Board Manual and position description.*

(May 1998, Amended Feb 2001)

See CCA Bylaws, Section 15

**PROCEDURE:**

1. At the end of each fiscal year, prior to the Annual General Meeting and the election of new officers, the Board of Directors will review the position descriptions and make changes where necessary.
2. A copy of the position descriptions will be given to each incoming member of the Board, and will be available to the membership.
3. Each Board Member will also receive a Board Manual upon election to the CCA Board of Directors. This Manual is available for review by prospective Board Members in printed form at the CCA office and/or online at a “semi-secure” location.

Following this are the position descriptions for the current Board positions. These will be updated as needed (Current position descriptions approved in principle, however subject to change.)

# CHAIRPERSON

## A. Position Summary

This position is responsible for representing Cross Country Alberta at various meetings and functions and to liaison with the media and government agencies. This position is also responsible for maintaining the Constitution and Bylaws; overseeing the Office Administration and functions; chairing the CCA Board and AGM meetings; organizing all meetings with the assistance of the Manager; and ensuring that all Board Members are fulfilling their duties.

## B. Key Responsibilities

- Chairing and arranging all Board of Director meetings
- Arranging all times and locations of meetings
- Drafting agenda for meetings
- Ensuring that meetings stay on agenda and taking appropriate measures when it does not
- Monitoring and updating Constitution and Bylaws for CCA
- Handles all media representation for CCA
- Oversees office administration and senior staff person
- Delegation of projects to appropriate Board Members and ensuring that it is completed
- Supervising all Board of Directors and conducting in performance feedback
- Attending other various meetings throughout Alberta and liaison with other government agencies

## C. Supervision

Received:      Direct:      AWPRS  
                    Indirect:      Other Board Members

Given:          Direct:          Board Members and CCA Main Office Staff  
                    Indirect:          CCA Contract Staff

## D. Qualifications

### Formal Education

- Degree or diploma in Business or Recreation Administration desired

## Experience

- Previous experience working on a Board of Directors required
- Experience supervising and delegating duties required
- Computer experience required

## Knowledge, Skills, Abilities

- Knowledge of Constitution and Bylaws pertaining to CCA required
- Knowledge of cross-country skiing desired
- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

## PAST CHAIRPERSON

### A. Position Summary

This position is responsible for acting as advisor for the incoming Chairperson and making recommendations for policy development. Responsibilities also include reviewing policy drafts and making recommendations from change and improvements and to ensure continuity of association policies. This position also represents the Chairperson at various functions and acts as liaison with government and sport organizations.

### B. Key Responsibilities

1. Act as advisor and mentor for present Chairperson
2. Review and recommend changes to all internal policies
3. Other Special Projects

### C. Supervision

Received:	Direct:	None
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	Chairperson; Board of Directors

### D. Qualifications

#### Formal Education

- Degree or diploma in Recreation Administration or Business desired.

#### Experience

- Previous experience as Chairperson of CCA required
- Computer experience required

#### Knowledge, Skills, Abilities

- Knowledge of cross country skiing required
- Knowledge of non-profit board structures and related operations desired
- Ability to work with basic word processing and spreadsheet programs required
- Ability to work as a Team player required
- Attention to detail required

## VICE CHAIRPERSON (CHAIRPERSON ELECT)

### A. Position Summary

This position is to work with the Chairperson and the Past Chairperson to work on assigned special projects. To accomplish these tasks this position is responsible for managing and working with other members of the board. This position is also responsible for taking minutes, or arranging for minutes to be taken, at all board meetings and ensuring that copies are distributed in a timely manner.

### B. Key Responsibilities

1. Special Projects
2. Taking minutes at all board meetings
4. Other duties as assigned by the Chairperson

### C. Supervision

Received:	Direct:	Chairperson and Past Chairperson
	Indirect:	Other Board of Directors
Given:	Direct:	CCA Main Office Staff
	Indirect:	Cross Country Alberta Staff

### C. Qualifications

#### Formal Education

- Degree or diploma in Recreation Administration or Business desired.

#### Experience

- Previous experience as Chairperson of CCA required
- Computer experience required

#### Knowledge, Skills, Abilities

- Knowledge of cross country skiing required
- Knowledge of non-profit board structures and related operations desired
- Ability to work with basic word processing and spreadsheet programs required
- Ability to work as a Team player required
- Attention to detail required



## TREASURER

### A. Position Summary

This position is responsible for the financial planning for CCA (developing an annual budget, develop and maintain suitable record keeping systems), managing the finances of CCA (ensuring A/R are recorded and collected, reporting any anomalies to the Chairperson, ensuring that all A/P are paid in a timely manner); reporting fiscal year end improvements or changes to the accounting and management system. This position has signing authority.

### B. Key Responsibilities

- Assists the office manager with accounts receivable and accounts payable.
- Responsible for the organization's income during the fiscal year end.
- Initiates refund programs (GST, EI refund)
- Assists with the tracking of all company and Board expenses and commentary on areas for improvements
- Other projects as assigned

### C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

### D. Qualifications

#### Formal Education

- Degree or diploma in Business or Accounting required
- Enrollment in pre-professional accounting program or has a professional accounting designation desired

#### Experience

- 1-2 years experience in Business or Accounting required
- Experience working with A/R and A/P required
- Computerized accounting experience required

#### Knowledge, Skills, Abilities

- Knowledge of Canadian Generally Accepted Accounting Principles required as related to Not For Profit Organizations.
- Knowledge of Federal Income Tax procedures desired
- Knowledge of cross country skiing desired

- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

## DIRECTOR OF HUMAN RESOURCES

### A. Position Summary

Together with the Chair, this position is responsible for hiring and terminating all CCA staff. This position is responsible for developing Human Resources policies and procedures; assisting the Manager with day-to-day personnel issues; conducting annual performance appraisals on all staff of CCA with input from the Board; completes special projects as assigned by the Board and the Manager; encouraging and reviewing human resource development among staff, board, volunteers, and clubs. This position has signing authority.

### B. Key Responsibilities

1. Responsible for all aspects of paperwork for recruitment and termination of all CCA employees and volunteers
  - Issue ROE
  - Issuing employee numbers
  - Personal forms (TD1, employment history, etc.)
2. Development and conductance of performance appraisal system
3. Develop and update CCA policies and procedures
4. Development of job descriptions and other Human Resources systems
5. Assisting with office Personnel issues
6. Assisting with the establishment and update of payroll systems; keeping up to date with changing government regulations regarding EI, CPP, and Tax
7. Other special projects as assigned

### C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

### D. Qualifications

#### Formal Education

- Degree or diploma in Business or Human Resources required

## Experience

- 1-2 years experience in Business or Human Resources required (may be used as equivalency to education)
- Computer experience required

## Knowledge, Skills, Abilities

- Knowledge of Employment Standards, Labour Standards and other employment regulations required
- Knowledge of recruitment and termination processes required
- Knowledge of Behaviour Description Interviewing techniques desired
- Knowledge of cross country skiing desired
- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

# DIRECTOR OF MARKETING, COMMUNICATIONS, AND MEMBERSHIP

## A. Position Summary

This position is responsible for developing an annual marketing and communication plan. Responsibilities also include assisting with the publishing of Alberta Nordic Skier (advertising recruitment, public relations with advertisers); ensuring optimal amount of communication is achieved with the association memberships; developing methods of promoting CCA; developing media contacts and maximizing their use; developing a long term sponsorship plan for various CCA events and programs; develop a long-term plan for fundraising events; and developing an annual marketing report.

## B. Key Responsibilities

1. Assisting with publishing the Alberta Nordic Skier
2. Developing promotions campaigns and contracts
3. Obtaining sponsors for CCA events and programs
4. Other special projects as assigned

## C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

## D. Qualifications

### Formal Education

- Degree or diploma in Business or Marketing desired

### Experience

- Previous experience in Business or Marketing required
- Computer experience required

### Knowledge, Skills, Abilities

- Knowledge of marketing concepts and marketing ethics required
- Knowledge of cross country skiing desired
- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required

- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

## DIRECTOR OF EVENTS AND SCHEDULING

### A. Position Summary

This position is responsible for this area's program design, development and facilitation. This Director of Events and Scheduling is responsible for planning a schedule and timelines for Provincial Training Camp and all CCA events, specifically the Alberta Cup Series, the Provincial Championship and the Alberta Loppet Series; maintain communications with member clubs relative to the event bidding procedures; reviewing specific event handbooks and recommend regulation changes on an annual basis. This position must work with host clubs, Manager and other technical Board members to minimize scheduling conflicts with provincial and national events.

### B. Key Responsibilities

1. Planning and scheduling CCA events
2. Planning and scheduling training sessions
3. Design and development of CCA programs
4. Review and recommend changes to event handbooks and event regulations
5. Other special projects as directed by the Board

### C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

### D. Qualifications

#### Formal Education

- Education in business or Recreation Administration desired

#### Experience

- Experience in Recreation Administration desired
- Experience in Cross Country Skiing desired
- Computer experience required

#### Knowledge, Skills, Abilities

- Knowledge of cross country skiing desired

- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required



## DIRECTOR OF ATHLETE DEVELOPMENT

### A. Position Summary

This position is responsible for this area's program design, development and facilitation. The Director of Athlete Development is responsible for surveying the needs of clubs, working with the Technical Committee to develop realistic athlete development plans, set goals, and establish a task outline; ensuring that the action plan and goals are being met; considering special needs, and talent identification in the overall athlete development plan. This position will also liaison and communicate with regional representative, Manager and the Technical Committee.

### B. Key Responsibilities

1. Program design, development and facilitation
2. Liaising with various levels of club representations
3. Development of action plans
4. Other special projects as directed by the Board

### C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members

Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

### D. Qualifications

#### Formal Education

- Education in business or Recreation Administration desired

#### Experience

- Experience in Recreation Administration desired
- Experience in Cross Country Skiing desired
- Computer experience required

#### Knowledge, Skills, Abilities

- Knowledge of cross country skiing desired
- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required

- Ability to communicate verbally and written required
- Attention to detail required

# DIRECTOR OF LEADERSHIP DEVELOPMENT

## A. Position Summary

This Position is responsible for this area's program design, development and facilitation where needed. The director of Leadership Development is responsible for developing short and long term leadership goals and objectives. This person, with office staff, will develop a planning schedule and timelines for leadership development programs.

## B. Key Responsibilities

1. Program design, development and facilitation
2. Liaising with various levels of club representations
3. Development of action plans
4. Other special projects as directed by the Board

## C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members

Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

## D. Qualifications

### Formal Education

- Education in business or Recreation Administration desired

### Experience

- Experience in Recreation Administration desired
- Experience in Cross Country Skiing desired
- Computer experience required

### Knowledge, Skills, Abilities

- Knowledge of cross country skiing desired
- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

# DIRECTOR OF ALBERTA SKI TEAM

## A. Position Summary

This position is responsible for this area's program design, development and facilitation. This position is responsible to draft and ensure objective criteria for selection of the AST based on program objectives, fairness and in accordance with the association budget. This Director is responsible for a planning schedule and timeline for the Alberta Ski Team, setting seasonal objectives and goals for the management of the AST. Responsibilities also include working with and advising CCA's Technical staff person in planning the AST program, including team contracts, testing, camps, and team supported competitions; developing a draft of policies and procedures for the AST program; to chair a committee including the Director of Leadership Development and the Director of Athlete Development that will make AST selections and ACE assignments. This position is to maintain open communication with AST athletes, athletes' parents and their coaches; and complete an annual report with recommendations. This position must work along side and communicate with the Director of Athlete Development, the Director of Youth Programs, the Director of Leadership Development, and the Director of Events and Scheduling.

## B. Key Responsibilities

1. Program design, development and facilitation
2. Liaising with various levels of club representations
3. Development of action plans
4. Other special projects as directed by the Board

## C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

## D. Qualifications

### Formal Education

- Education in business or Recreation Administration desired

### Experience

- Experience in Recreation Administration desired
- Experience in Cross Country Skiing desired
- Computer experience required

### Knowledge, Skills, Abilities

- Knowledge of cross country skiing desired

- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required
- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

## DIRECTOR OF YOUTH PROGRAMS

### A. Position Summary

This position is responsible for various aspects of the Youth Programs, including: program design, development, and facilitation. The Director of Youth Programs chairs the Youth Advisory Committee, which consists of regional representatives and in this capacity, ensures the development of an annual Youth Development Program (includes Jackrabbits, leader development, regional activities, program growth). The Youth Advisory Committee will work with the Leadership Director and the Director of Athlete Development to ensure that continuity and quality are improved and maintained for all Youth programs in Alberta. Functions of the Youth Advisory Committee will include developing a needs assessment procedure in cooperation with the clubs and the Technical Committee.

### B. Key Responsibilities

1. Design and develop Youth programs
2. Review and recommend changes to Youth regulations
3. Chair Youth Advisory Committee
4. Other special projects as directed by the Board

### C. Supervision

Received:	Direct:	Chairperson
	Indirect:	Other Board Members
Given:	Direct:	CCA Main Office Staff
	Indirect:	CCA Contract Staff

### D. Qualifications

#### Formal Education

- Education in business or Recreation Administration desired

#### Experience

- Experience in Recreation Administration desired
- Experience in Cross Country Skiing desired
- Computer experience required

#### Knowledge, Skills, Abilities

- Knowledge of cross country skiing desired
- Knowledge of non-profit Board Structures and related operations desired
- Ability to work in team environment required
- Ability to perform basic math functions required

- Ability to work basic word processing and spreadsheet programs required
- Ability to communicate verbally and written required
- Attention to detail required

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Roles, Responsibilities and Functions  
Board Member's Code of Conduct  
2.3.2

**POLICY:**

*All Board members must adhere to the policies outlined in section 2.3.1 – Board Function. They must act in the best interests of the organization, respect and adhere to decisions made by the Board through due process and articulate and communicate the vision of CCA.*

(Feb 2001)

**PROCEDURE:**

Immediately following the election of officers at the Annual General Meeting, each new Board Member must sign the attached “Board Member Commitment Contract” and receive a copy of the Board of Directors Manual, and Policy and Procedure Manual. Board Members who are in violation of this contract can and will be forced to resign by a majority vote of the Board.

See CCA Society Bylaws, Section 14



## Cross Country Alberta Values

At CCA we believe that:

Responsibility, Respect, Integrity, Partnerships, Excellent Service, Learning and Growth are valued and demonstrated throughout our organization.

All people have the right and are encouraged to participate in cross-country skiing.

Sporting excellence should be achieved through fair play, ethical and moral behavior.

Participation in cross-country skiing contributes to a healthier lifestyle and feelings of well being.

The roots of cross-country skiing are founded in an inherent love of outdoor experiences in nature.

### Cross Country Alberta Norms of Behavior

∂ WE are Cross Country Alberta: there is no THEM within us.

• WE hear and respect each other's opinions.

÷ WE support decisions made collaboratively and through due process.

≠ WE confront problems directly, without alienation and discord.

≡ WE are frank, open and polite in our communications.

≈ WE share the work to the greatest extent possible.

... WE complete what we have committed to do.

### Cross Country Alberta Directors Commitment

I have read and agree with the above values and norms of behaviour and I will commit my time and energy to the Board of CCA in such a manner as to honour them.

I have reviewed the Director's job description on the back of this sheet and understand what is expected of me as a Director of CCA.

In becoming a Director of CCA, I have agreed to undertake the legal responsibility to perform my role as a Director at all times in the interests of CCA, and to do so free from any conflict of interest or prospect of personal gain.

I understand that this legal duty may, under certain circumstances, attract liability in the event that the affairs of CCA are mismanaged.

By signing below I am indicating my understanding of, and agreement with all of the above statements.

---

(print full name)

---

(signature)

---

(Date)

---

(Board Position)

## Directors Legal Duties

A Board is a legal entity and authority for the organization it serves. It is an empowered body of persons charged, before the law, with the responsibility for and authority over the organizational structure created to fulfill the organization's goals.

A Board is made up of Directors, who have a legal duty to act in good faith, act in the best interests of the organization, and act with the care, diligence and skill of a reasonably prudent person. In becoming a Director of CCA, a person agrees to undertake the legal responsibility to perform their role as a Director at all times in the best interests of CCA, and to do so free from any conflict of interest or prospect of personal gain.

## Directors Job Duties

### Authority

The Board of Directors is the legal authority for Cross Country Alberta (CCA) and has the power to do all things necessary to fulfill CCA's mandate. As a member of the Board, a Director is a trustee under the law and is responsible for the effective governance of CCA.

### Requirements

Requirements for Board membership include:

Commitment to the values, norms of behaviour and work of CCA

Specific knowledge or skills in one or more areas of Board governance (policy, programs, personnel, finance or advocacy)

Willingness to serve on one or more committees

Attendance at Board, assigned committee and annual general meetings

Support of CCA's special events and projects

### Term

Directors are elected at the Annual General Meeting of the membership, or are appointed in accordance with the bylaws, and serve a term of 1 year. A director may be removed from the Board pursuant to **Section 14** of the bylaws.

### General Duties

A director is expected to be fully informed on CCA matters and to participate in the Board's deliberation and decisions on matters of policy, finance, programs, personnel and advocacy.

These duties may include:

Approving policy and other recommendations received by the Board's standing committees

Reviewing the bylaws and key policies, and providing recommendations to the membership on changes to these governing documents

Reviewing the Board's structure, approving structural changes and preparing bylaw amendments to implement desired changes

Approving CCA's annual budget, interim financial reports and annual financial statements.

Approving the hiring and termination of senior staff.

Approving the terms of reference of committees and the appointment of members of committees.  
Assisting in the development and maintenance of positive relations between the Board,  
committee members and staff, which will continually enhance CCA's mission.  
Performing specific duties and tasks as may be assigned by the Board from time to time.

### **Performance Expectations**

At a minimum, it is expected that Directors will:

Give notice, with reasons, if unable to attend a meeting of the Board

Put into writing any information to be presented to the Board

Read minutes before meetings, identify errors, and note actions that were to be followed up

Develop a working knowledge of meeting procedures

Keep sensitive and delicate matters confidential

Participate in the maintenance of friendly, positive working relationships

Speak positively of CCA to the public

Evaluation

A Director's performance will be evaluated annually by the Board based on the performance of these duties and assigned tasks.

**Approved:** \_\_\_\_\_ **Date:** \_\_\_\_\_

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Roles, Responsibilities and functions  
Board Function  
Board Member Code of Conduct  
Conflict of Interest  
2.3.2.2

*POLICY: Board Members will avoid being involved in decisions, which could be viewed as a conflict of interest or where nepotism might be involved.*

(Feb 2001)

**PROCEDURE:**

1. If a Board member finds him/herself in a situation, which could be seen as a conflict of interest, they will remove themselves from that situation. Board members should not be making decisions, which directly affect their family or themselves.
2. If a Board member refuses to abide by this rule, they can be forced by a majority vote of the Board to resign.

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Roles, Responsibilities and functions  
Board Function  
Board Member Code of Conduct  
Conflict Resolution  
2.3.2.3

**POLICY:** *A conflict may be defined as a dispute between any member of the Board and:*

1. *Other board members*
2. *Other members of CCA and its member clubs*
3. *CCA staff*
4. *Other volunteers of CCA Society.*

*The conflict shall be resolved in a manner, which is agreeable to both parties according to the spirit of CCA organizational values and its By-laws. The Board will mediate if the conflict cannot be resolved.*

(Feb 2001)

**PROCEDURE:**

1. Any conflict can be reported to the Senior Staff person, at which time the matter must be reported to the Chairperson or a Board Member with no direct knowledge or interest in the conflict.
2. A hearing will be organized to understand the nature of the conflict and the specific details of the matter. Witnesses may be called and all testimony will be given truthfully and clearly.
3. The hearing shall consist of an unbiased Board member, a staff person and a member of CCA in good standing agreeable to the both parties.
4. The Board shall decide the best resolution for the conflict and will not assign blame to either party unless there is distinct and unequivocal proof that one party was in the wrong. In the matter of criminal acts please see the section on Standards of Behaviour.
5. All matters will be put in writing and kept on record within the office of CCA.

Cross Country Alberta Bylaws, Section 14

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

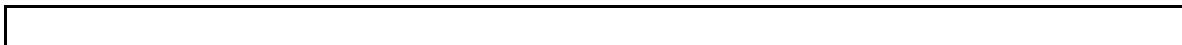
Governance Policies  
Roles, Responsibilities and functions  
Board Function  
Orientation and Training  
2.3.3.1

*POLICY: In the interests of CCA it is important to ensure that all new Board Members elected to a position understand their role as a Board Member and the duties that the program area under their leadership entail.*

(Feb 2001)

**PROCEDURE:**

1. All newly elected Board Members will receive a Board Orientation Manual pertaining to their program area. This shall include:
  - A summary of Board minutes from the previous year
  - A list of all other Board Members names, phone numbers etc.
  - A package on how to be effective as a new Board Member
  - A program report package from the previous year
  - Information on communication, conflict resolution, and building effective Boards
2. There will be a brief Board meeting at the AGM with all newly elected Board Members present.
3. All outgoing Board Members are asked to act as a liaison for the incoming Board Member in the same position.
4. Attend an in person orientation or seminar for all board members that should take place within one month of the AGM.



## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Governance Policies  
Membership  
Services  
2.4.3

*POLICY: CCA provides the following services to its member clubs and skiers registered with CCA within those clubs:*

- *Insurance for all members of member clubs*
- *Maintenance of proper records on the CCA database of all relevant information for all members*
- *Organization of CCA programs such as Athlete Development, Youth Development, Leadership Development, Alberta Ski Team and Events and Scheduling*
- *Sanctioning of races and loppets within the province for insurance purposes*
- *Providing certification opportunities for coaches and officials within the province*
- *Providing training and racing opportunities for athletes within the province*

(Feb 2001)

### PROCEDURE:

1. Namely all services will be co-ordinated and provided through full time office staff situated at the provincial sport organisation building in Edmonton.
2. Volunteer services are provided to members at no charge based on need for development of cross-country skiing in that region of the province.
3. Any special requests shall be communicated to the Edmonton office at which time the request shall be decided upon by office staff with Board approval. In the case of small requests for services the office shall make a decision without the formal approval of the Board. However the service will always be communicated to the Board member whose program area the service would fall under.
4. The office's main purpose, as an information provider to CCA members, shall be looked upon as the most important service to all CCA members and will include regular communication via the "Alberta Nordic Skier" and special program announcements pertaining to Events and Scheduling, Leadership, Athlete Development, Alberta Ski Team, and Youth Development.

SECTION 3

**PERSONNEL OPERATIONAL POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**



CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Personnel Operational Policies  
Board-Senior Staff Person Relationship  
3.1

*POLICY: The Board of Directors hires the Senior Staff Person, provides him/her with an appropriate job description, delegates projects to him/her and monitors the Senior Staff Person's performance. The Board has the authority to fire this person if there is due cause.*  
(Feb 2001)

CCA Bylaws, Section 19

Procedure:

None yet.

## **SPORT MANAGER (Senior Staff Person)**

### **GENERAL RESPONSIBILITIES**

The Sport Manager is the key staff leader for cross country skiing in Alberta, and is able to lead the organization to excellence in sport development. The Sport Manager will be part of the leadership team to manage the core programs of youth & athlete development, the Alberta Ski Team, events, leadership, and club development. The Sport Manager accomplishes this by leading the orderly implementation of CCA's strategic plan and organizational policies through effective co-ordination of the operational activities of the association.

The Sport Manager is a competent cross country ski leader with program development and delivery experience. Approximately 75% of the Sport Manager's time will be focussed on direct delivery of program and services to member clubs across the province. Approximately 25% of the Sport Manager's time will be focussed on the ensuring the effective and efficient administration of the CCA provincial office. The Sport Manager will travel approximately 50% of the time to deliver programs and services to member clubs across the province.

### **STRUCTURE AND SCOPE**

Cross Country Alberta is the provincial governing body for cross country skiing in Alberta. CCA is responsible for youth and athlete development, high performance teams, events and leadership programs that facilitate the development of clubs in Alberta. CCA's provincial office is located in Edmonton, Alberta. All staff are employed by CCA to facilitate the achievement of its long term vision and support its' core purpose. All personnel are required to operate within the policies established by the association's volunteer board of directors and are expected to act consistently with CCA's values.

CCA receives financial contributions from the provincial government and other agencies, organizations and corporate sponsors and is accountable for the disbursement and reporting of funds according to contracted terms and conditions. Programs and services are operated within the limitations established in an annual operating budget approved by the board of directors. The CCA staff is responsible to manage and administer the association's finances and provide administrative support for all association activity.

Within the bounds of approved policy and the annual operating budget, the Sport Manager provides leadership that results in the accomplishment of strategic priorities and consistent

observation of association values. The Sport Manager ensures that the association applies sound business practice that result in a high standard of member satisfaction.

The Sport Manager is responsible for facilitating effective working relationships among Committee Chairs, the member clubs of the association, and all agencies and individuals who impact the association's ability to deliver programs and services.

## **SPECIFIC RESPONSIBILITIES**

### **C.1 Direct delivery of program and services to member clubs across the province (approximately 75% of the Sport Manager's time)**

#### **Program Planning and Management**

1. Directs operational planning and policy implementation among staff and Committee Chairs that results in annual integrated sport development focussed strategic directions.
2. Through direct consultation with member clubs, determines their training needs, then develops and implements a plan to meet those needs.
3. Strategically facilitates programs, training camps and services the youth, athlete development, high performance teams, events, officials and coaches.
4. Supervises the preparation and monitoring of staff and committee work plans and provides regular reports on completion and progress.
5. Supports the Board in the organization of strategic and long-term planning.

#### **Technical Committee**

1. Works with the committee chair to prepare agendas, supporting materials, minutes and documentation for the effective functioning of the Technical Committee.
2. Supports the committee in carrying out research, consulting with experts, distributing information or producing materials in support of committee work plan.
3. Directs committees, task forces and staff in implementation of actions necessary to achieve the technical targeted end results.
4. Ensures the participation of other association staff and contractors as appropriate in the meetings and deliberations of the Technical Committee.

#### **Communication**

1. Directs development and implementation of sport development focussed communication strategy for the association.
2. Coordinates planning for ongoing sport development focussed web-based communications and directs staff and contract personnel in execution of plan.

#### **Agency Liaison**

1. Maintains positive relationships with the Alberta Community Development, Cross Country Canada, CODA, National Training and Development Centre Canmore, FIS and all other outside agencies and organizations that affect the association's ability to implement programs.

## **C.2 Ensuring the effective and efficient administration of the CCA provincial office (Approximately 25% of the Sport Manager's time)**

### Provincial Office Operation

1. Supervises and directs day-to-day operations of the provincial office ensuring the full integration of information laterally across all functions of the organization.
2. Directs the establishment of systems and standards for telephone and electronic communication, correspondence, filing, and distribution of information; monitors the effectiveness and efficiency of the same and takes action to correct any deficiency.
3. Provides overall direction in securing and use of office space and equipment.
4. Ensures the efficiency of administrative procedures and expense in relation to association activity.
5. Establishes administrative protocol needed to support the implementation of board policies.
6. Under the direction of the Chairperson, leads the planning and management of the Annual General Meeting.

### Personnel

1. Ensures organizational policies relative to the employment and deployment of provincial office staff are applied consistently throughout the association.
2. Ensures documentation and regular review of job descriptions and contracts in accordance with CCA policies.
3. Ensures new staff, volunteer and contractor orientation in accordance with CCA policies.
4. Ensures the development of a performance evaluation system and its implementation throughout the association.
5. Ensures an annual review of performance is conducted for all CCA staff.
6. Establishes the code of conduct for provincial office staff, volunteers and contractors.
7. Identifies staff professional development needs, develops the plan to address needs and coordinates the implementation of staff development opportunities.
8. Directs, supervises, evaluates and recognizes the office administrator, book keeper, contract coaches, course conductors, volunteers, webmaster and other personnel of the association.
9. Establishes and maintains confidential personnel files and employment records.
10. Manages association payroll.
11. Ensures all government policies related to Labour and Occupational Health and Safety are implemented.

### Finance

1. Coordinates the preparation and management of the annual budget.

2. Manages the budget monitoring process, including the preparation of short term and year end reports and projections, ensuring sufficient cash flow for operational requirements, and overseeing purchases and sales.
3. Coordinates the preparation, management and reconciliation of all finances related to grants, casinos, fundraising and donations.
4. Monitors the protection, maintenance and risk management of the association's assets to ensure that equipment and property are not subject to the wear and tear of insufficient maintenance and that intellectual property, information and files are protected from loss or significant damage.

### **DIRECT REPORTS**

The Sport Manager reports to the CCA Chairperson and Human Resources Director. The Sport Manager is responsible for operating in accordance with CCA policies and procedures. The Sport Manager is responsible for the supervision of CCA staff, contractors and volunteers.

### **TRAVEL**

The Sport Manager will travel approximately 50% of the time to deliver programs and services to member clubs across the province.

### **AUTHORITY**

The Sport Manager can direct or limit the actions of staff and operational committee and task force chairs in the achievement of long-term and annual priorities. The Sport Manager can reallocate funding or approve unbudgeted expenses for provincial office operation and sport development programs as long as it falls within the approved annual budget. Beyond that, the Sport Manager must first seek the approval of the Chairperson/Treasurer.

### **ACCOUNTABILITY**

The Sport Manager is responsible to the CCA Board of Directors for the accomplishment of his/her mandate, the use of his/her authority and her/his conduct within CCA.

### **PERFORMANCE REVIEW**

On an annual basis, the Sport Manager will commit to the accomplishment of specific end results, the satisfactory fulfilment of job responsibilities and attainment of required level of ability in key competency areas. These three components will form the basis of an annual performance review conducted by the Board of Directors.

This position is subject to a six-month probation period for new hires, at the end of which a documented performance review will be completed.

## **QUALIFICATIONS**

### **Formal Education**

- Completed Physical Education, Recreation Administration, Sport and/or Business degree/diploma (or similar program) required.

### **Experience**

- Previous sport related management experiences desired
- Demonstrated athlete and leadership development experiences required
- Previous event management experience desired
- Demonstrated cross country skiing leader competency required
- Fiscal management, marketing and fund raising expertise required

### **Knowledge, Skills, Abilities**

- Demonstrated ability to build teams and mobilize resources
- Must be able to work independently
- Certifications in sport leadership and cross country skiing are an asset.
- Demonstrated program and service delivery skills and experience
- Able to communicate effectively with members, Board, volunteers, funders and sport community
- Demonstrated ability to work with non-profit Board organizations is desired.
- Computer experience with MS Office, Word, Excel, and Quickbooks

(effective July 2003)

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Personnel Operational Policies  
Board-Senior Staff Person Relationship  
Monitoring the Senior Staff Person's Performance  
3.1.3

**POLICY:**

*The Human Resources committee, consisting of the Chairperson, the Director of Human Resources and one Technical Director will perform a review of the Senior Staff Person's performance with suggestions from other Board members.*  
(Feb 2001)

**PROCEDURE:**

1. The Human Resources Committee will get input from other Board members regarding the Senior Staff Person's performance.
2. The Human Resources Committee, in conjunction with the Senior Staff Person will set a date for the quarterly and annual review to take place (generally May-annual review, August, November, and February – quarterly review).
3. The Human Resources Committee will report its findings to the Board. If they find the Senior Staff Person's performance unsatisfactory in any areas, they must first inform the Senior Staff Person, and allow them a chance to remedy the problem. If the problem persists the Board can dismiss the person and hire a new employee.
4. The annual review will use the following form as a guideline (see next page).
5. Rating scores used are outlined below.

A score of 5 (top score) is only awarded for exceptional performance with absolutely no problems or issues.

Score of 4 is above average and meets the targets or expected performance consistently but at times does not accomplish every goal. There are still areas for improvement.

Score 3: Performance meets expectations in most instances. The level of performance and/ or consistency can be improved with effort. Overall average score for most individuals.

Score 2: Only meets targets with continuous supervision. Lacks consistency of effort. Performance below expectations. A concerted effort needs to be made improve performance. Remedial action may be required. "on the watch list"

Score 1: Performance well below expectations. Immediate improvement must occur. One months reviews mandatory. Grounds for suspension.

# Performance Appraisal

**Employee:****Date:**

In each point score 1 to 5 (5 is best) how employee performed and write comments below line. The focus is on quality comments as a number is difficult to interpret. This is used as a self-appraisal as well as Board performed appraisal.

**Work Focus**

1. Follow policies developed by the Board of CCA.
2. Work within the guidelines as set in the bylaws.
3. Promote the Mission, Principles, Values, and Objectives of CCA.
4. Communicate effectively (consider Board, membership, AST, ski leaders, etc).
5. Performed the tasks required.
6. Ability to interact with Board and/or Chair.
7. Achieved measurable results (achievement).
8. Ability to handle distractions and multiple tasks.

**Self Focus**

1. Takes the initiative to develop/ work on projects.
2. Able to stay focused on task.
3. An effective problem solver and/or consensus builder.
4. Prepares accurate and timely reports.
5. Ability to plan effectively (consider annual, monthly, and daily planning).



6. Focus on achieving results (focus).
7. Integrated work and home life successfully (Balanced life).

**Achievements** (top 3 with brief explanation) +1 each

- 1.
- 2.
- 3.

**Development Needs** (three areas to work on) -.5 each

- 1.
- 2.
- 3.

This is a free form narrative section for comments and insights from the entire year that you would like to share with the employee or reviewer. Score (1-5)

## Overall Performance scoring

For each of the major categories sum together the individual scores and enter in the boxes below. Employee weighting 40%, Board Weighting 60%.

### Work focus

### Self Focus

### Other scores

### Total

These will be used to base an overall assessment for performance and pay evaluation. The following table will be used a guideline when this is implemented in the spring of 2001 for pay increases.

<u>Category</u>	<u>Score</u>	<u>Salary Increase</u>
Not meeting requirements	score less than 45	No increase
Solid Contributor	score between 45 – 65	Increase 1 – 3 %
Key Contributor	score between 65 – 80	Increase 3 – 5 %

Reviewed by:

Date

Employee

Chairperson

Director of Human Resources

\* Please note: the employee signature denotes acknowledgment of assessment, and does not necessarily denote agreement of the assessment

*POLICY: Additional staff may be hired as needed and as allowed for in the budget (taking full advantage of possible summer student employment grants) to help the Senior Staff person in his duties.*

(Feb 2001)

**PROCEDURE:**

1. The decision to hire additional staff must be approved by the Board of Directors.
2. Any positions must be properly advertised.
3. **RECRUITMENT AND SELECTION:** After the deadline for applications, the Senior Staff Person and the Director of Human Resources, and the Chairperson must review applications and interview successful applicants.
4. **TERMS AND CONDITIONS OF EMPLOYMENT:** The terms and conditions of employment will vary for each position, but these conditions must be clearly outlined in the offer of employment, which must be signed by the new employee.
5. **ORIENTATION AND TRAINING:** The new staff person will have an orientation by the Senior Staff Person, which includes the use of the Percy Page Centre's available resources (photocopier, mailroom, etc.) as well as the use of the Database and anything else relevant to the performance of their duties.
6. **TIMESHEETS:** Each employee will keep accurate records of where their time was spent and hours worked prior to receiving their pay cheque.
7. **EMPLOYMENT BENEFITS:** Employment benefits will be outlined in the offer of employment.
8. **PERFORMANCE EVALUATION:** A semi-annual and annual review of all employees will occur at the fiscal year end. Contract negotiation and benefits will be considered at that time. Each review committee will consist of a minimum of two board members, one of which must be either the Chairperson or Director of Human Resources. A unanimous decision must precede either a continuation of the employee contract or termination. In the event that a unanimous decision is not reached, the final decision will rest with the Chairperson.
9. **RESIGNATION AND TERMINATION:** The employee must give 2 weeks notice before resigning. The employee must be given adequate notice prior to termination of their employment (per AB Labour Standards).

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Personnel Operational Policies  
Contract Positions  
3.3

*POLICY: The Board (or Senior Staff person) can authorize the hire of people on a contract basis to carry out specific tasks within Board approved budget or minutes. This can include but is not limited to coaching assignments, points calculation, inventory, database, and other tasks as required.*

(Feb 2001)

**PROCEDURE:**

1. The Board and/or Senior Staff person determines a job that should be contracted out.
2. This position is advertised and applications are accepted.
3. The Board and/or Senior Staff person selects the successful applicant(s).
4. All applicants will be informed of the decision in writing.
5. The successful applicant(s) will be contacted and sent a contract, including a job description and rate of pay, etc. drafted by the Senior Staff person, with input by the Board.

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Personnel Operational Policies  
Contract Positions  
Terms and Conditions of Employment  
3.3.1

### POLICY:

*Cross Country Alberta will fulfil all Conditions of Employment, including timely pay, working hours and a working environment which allows contract personnel to perform their duties as outlined in the contract.*

(Feb 2001)

### PROCEDURE:

#### OFFICE

1. Office contract personnel will be under the direct supervision of the Senior Staff person. Positions will be based out of the Cross Country Alberta office in Edmonton.
2. Contract Personnel shall perform duties relating only to their contract description. Other tasks external to their contract shall be considered extra and will be paid accordingly.
3. Normal working hours are 8:00am - 4:30pm Monday through Friday, including a half hour break for lunch (unpaid) and two paid 15 minute coffee breaks. The Human Resources Committee may approve a modified scheduling arrangement.

#### FIELD SERVICE

1. Field service contracts shall include coaching contracts for Alberta Ski Team Trips and Cross Country Alberta camps, as well as management of wax inventory.
2. Contract Field Personnel shall be paid per day for coaching assignments, or paid in full for the completion of the contract, based on the specific tasks agreed to in the contract.
3. Coaching assignments shall be paid out at the currently approved Board rate for the assignments specified.

Procedure –March 2001.

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Personnel Operational Policies  
Contract Positions  
Recruitment and Selection  
3.3.2

### POLICY:

*Cross Country Alberta will recruit contract personnel in a fair and unbiased manner. It is the intent of Cross Country Alberta that all CCA members shall be notified in a timely fashion of the opportunities for contract work through Cross Country Alberta.*

(Feb 2001)

### PROCEDURE:

1. All notifications for contract work shall be sent to potential contractors via the Alberta Nordic Skier and/or other communications packages (Email, Website, Events Guide).
2. There will be an opportunity for all contractors to apply for any contract position for which they are eligible. Note: the contract notice will clearly state all restrictions to eligibility and contractors will only be considered for the positions for which they are eligible.
3. The notice for contract positions will clearly state the deadline for applications and the date on which contract positions will be assigned.
4. For detailed information on the selection of coaches refer to section 4.2.4 (coaching selection procedures).
5. All candidates for contract positions will be informed of the decisions in writing no later than two weeks after the application deadline.

How do we monitor contract?? Add procedure.

What is a timely manner?? Should be specified in **additional guidance section**.

Procedure – Not approved.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Personnel Operational Policies  
Contract Positions  
Evaluation  
3.3.3

**POLICY:**

*Cross Country Alberta, in an effort to continually improve program operations, will employ an evaluation of all contract personnel following the completion of their contract.*

(Feb 2001)

**PROCEDURE:**

1. All coaching contract personnel are required to fill out a post program or trip analysis report. As well, the athletes and program participants will fill out an evaluation of the coaching staff. Individual evaluations from athletes and program participants will be summarized by the Lead Organizer in a confidential report, which is kept on file in the Cross Country Alberta office. A copy will be sent to the contract personnel, Director of Human Resources, chair of that Committee, and the Senior Staff person.
2. All field service or office personnel are required to fill out a contract report description of their employment with CCA. As well, the manager will report in a confidential manner a summary of each field service or office contract personnel. This report will be sent to the respective contract personnel and the Board Human Resources Committee.

**SECTION 4**

**PROGRAM OPERATIONAL POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**



CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies

Youth Development Program

Program Mission Statement

4.1.1

**POLICY:**

*The Youth Development Program strives to introduce the sport of cross-country skiing to youth and to promote participation in it as a lifestyle. This is achieved through effective Jackrabbit programs and by fostering qualified youth leadership through the offering of Jackrabbit Leader courses.*

(OLD)

For reference only.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Leadership Development  
Program Mission Statement  
4.2.1

**POLICY:**

*CCA is committed to supporting the ongoing development of the cross country ski NCCP and CANSI programs through coordination, administration, and delivery of certification opportunities on an equitable basis throughout Alberta.*

(OLD)

For reference only

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Leadership Development  
Leadership Development Grant Program  
4.2.2

### POLICY:

*CCA is committed to helping clubs in leadership and coaching development. CCA will provide and facilitate courses and seminars at a low cost to clubs and members. CCA will provide a scholarship program for leadership development.*

*The scholarship program will be funded from the CCA Casino Fund. These CLDP grants will be allocated twice per year. There will be approximately \$5000 (check budget) total available twice per year. All applications will be considered and ranked on applicability and the relative impact to the growth and improvement of the club programs. Both clubs and individual club members can apply for these grants under the noted guidelines;*

#### **Individual Member Applications**

- *will be considered to cover program costs and expenses for the following;*
  - a) *CANSI or NCCP courses*
  - b) *Leadership or Coaching related courses, seminars or workshops*
  - c) *Special instructional workshops where leadership development is the focus.*
- *individuals who have shown a past commitment to club or provincial programs will be given preference for funding support - must be a CCA member*
- *up to a maximum grant of \$250; one per year*

#### **Club Applications**

- *will be considered for clubs to host any of the following;*
  - d) *JackRabbit Leader or Leader 2 - Skills courses \**
  - e) *Leader Skills Improvement Clinics (led by CANSI certified instructors) \**
  - f) *CANSI course (CANSI prep or Level 1) \**
  - g) *Leadership Seminars**\* for details on hosting one of these type of events, please contact the CCA office (780-415-1738)*
- *consideration will be given for both existing programs and clubs wishing to start new programs*
- *up to a maximum grant of \$750; two per year*

#### **Requirements for Receiving Grants**

##### ***Individuals***

- *Provide details on past involvement with leadership in nordic skiing at a club or CCA level (club executive, JR leader, coach, etc.) and provide information on past experience / training*

- *Send report of all expenses (including original receipts) to CCA office within 60 days of completion of course. **Grants will not be disbursed until these receipts are received by the CCA office.***
- *fill out course evaluation for both CCA facilitated course and outside course or seminars*

### **Clubs**

- *provide information on how the proposed program will help your clubs programs (current or new)*
- *provide detailed budget of expenses including costs for course conductors / instructors*
- *Provide CCA office with invoices of approved expenses for payment. **Note: CCA must be the direct payer of expenses for club grants.***
- *Send final report including a brief summary of program, final program cost (club and CCA paid expenses) and course evaluations from individuals attending, to the CCA office within 60 days of completion of course.*

(April 1998)

### **PROCEDURE:**

1. Applicants must fill out the form on the following page and return it to the Cross Country Alberta office by the stated deadlines.
2. The technical committee will meet to determine the successful applicants, and their decision will go to the Board for final approval.
3. See the preceding policy for distribution of the grant money.

**Name of Applicant** \_\_\_\_\_  
CCA Club Affiliation \_\_\_\_\_ Phone \_\_\_\_\_ (days)  
Address \_\_\_\_\_ (evening)

Application Type: **Individual** or **Club** (circle one)

**Amount of Grant Application** - \$ \_\_\_\_\_ Funding from other sources: \$ \_\_\_\_\_

Source (club, other grants): \_\_\_\_\_

**Nature of Grant Application** - note details of course or clinic (program) and how it will impact the club programs (existing or new program - size)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Outline Budget for Grant Application** -note course fees or instructor costs, expenses, etc.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Clubs** - please provide brief summary of club program supporting (size, no. of leaders involved)  
**Individuals** - please provide brief resume of past coaching experience (programs most recently working with, courses)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Timeline for Grant Expenditure:** approximate start date: \_\_\_\_\_  
approximate end date: \_\_\_\_\_

Are you or your club eligible to receive funding for this under any other programs? **Yes No**  
Nature of funding source \_\_\_\_\_ (circle one)

\*\*\*\*\*  
*I am a CCA member and if approved I am fully aware of the requirements of receiving this grant; a) project will benefit club programs b) submit financial report within 60 days completion of project*

Signature: \_\_\_\_\_ Witness: \_\_\_\_\_  
Date: \_\_\_\_\_ Date: \_\_\_\_\_

Club Official Name: \_\_\_\_\_ Position: \_\_\_\_\_

Signature: \_\_\_\_\_

Submit Application to **Cross-Country Alberta**  
**11759 Groat Road**  
**Edmonton, AB T5M-3K6**

\*\*\*application deadlines are -  
November 15 and March 15

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Leadership Development  
Course Conductor Selection  
General Eligibility, Policy, and Procedures  
4.2.3

### Introduction:

This policy and procedure applies to course conductor selections for the following:

1. Jackrabbit leader Courses
2. NCCP Coaching courses
3. CANSI Courses

#### 1. Policy

- a) *All course conductors must be in good standing with Cross Country Alberta (hereafter CCA).*
- b) *All course conductors must be a registered member of a CCA Member club and show up as such on the CCA database.*
- c) *All coaches must sign a contract with CCA for each new assignment awarded.*
- d) *Selection of course conductors is subject to the limitations imposed by available funding, insufficient course registration, and may change at the discretion of the CCA Technical Committee acting on the recommendation of the CCA Leadership Director.*
- e) *If, within two weeks of a course, the contracted course conductor is unable to fulfill an assignment, the position will be filled at the discretion of the General Manager, in consultation with the CCA Leadership Director.*
- f) *Each course conductor must submit a report to CCA within four weeks of the completion of the assignment. A report format will be provided by CCA prior to each assignment. All compensation will be dependent on the receipt of this report.*
- g) *In the event that a course is cancelled due to adverse weather or lack of sufficient registrants, every attempt will be made to offer the affected course conductor the next available assignment.*

*(February, 2003)*

#### 2. Procedure

- a) A proposed listing of courses will be posted on the CCA web site by August 31<sup>st</sup>. of each year. Interested course conductors will be invited to apply to instruct the courses that they are qualified to teach
- b) Course conductor applicants will be compiled reviewed and a recommendation, with a brief summary of the rationale for assignment, will be made by the General Manager to the CCA

Leadership Director, who will review and present a final recommendation for approval to the CCA Technical Committee. In a meeting the CCA Technical Committee will review and make the final decision. At all points in the review process, the “Guiding Principles for Course Conductor Selections” will be used to arrive at a decision.

- c) Qualified Course Conductors will be given the opportunity to propose their own course schedules for approval by CCA and inclusion on the list of sanctioned CCA courses. Proposals from course conductors will be solicited through the website, with an application deadline of Aug. 31st annually.  
Course content will remain consistent with current CCC approved course outlines.

- d) In cases where a Member Club proposes a course, and would like to use a particular course conductor for reasons of proximity, affordability, or availability, that course conductor must submit a resume to CCA and sign the necessary contracts. This can be arranged at any time during the year

3. Guiding Principles for Course Conductor selections:

- a) All course conductors must be currently certified to instruct the course for which they are making application
- b) To provide our clients with the best economy, an applicant’s proximity to the course location will be taken into consideration
- c) The CCA Minimal Qualification Requirements for Course Conductors will be used to determine qualifications to teach courses.

**POLICY:**

*All Coaches employed by CCA must abide by the following code of conduct.*

## **COACHING CODE OF CONDUCT**

The athlete/coach relationship is a privileged one. Coaches play a critical role in the personal, as well as, athletic development of their athletes. They must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. Coaches must recognize that they are conduits through which the values and goals of a sport organization are channeled. Thus, how an athlete regards his/her sport is often developed to aid coaches in achieving a level of behavior which will allow them to assist their athletes in becoming well-rounded, self-confident and productive human beings.

### **COACHES HAVE A RESPONSIBILITY TO:**

1. Treat everyone fairly within the context of their activity, regardless of gender, place of origin, colour, sexual orientation, religion, political belief or economic status.
2. Direct comments or criticism at the performance rather than the athlete.
3. Consistently display high personal standards and project a favorable image of their sport and of coaching. For example, a coach should:
  - a) Refrain from public criticism of fellow coaches' especially when speaking to media or recruiting athletes.
  - b) Abstain from the use of tobacco products while in the presence of his/her athletes.
  - c) Abstain from drinking alcoholic beverages when working with athletes.
  - d) Not use alcohol in conjunction with athletic events or victory celebrations at the playing site.
  - e) Not use profane, insulting, harassing or otherwise offensive language in the conduct of his/her duties.
4. Ensure that the activity being undertaken is suitable for the age, experience, ability and fitness level of the athletes and educate athletes as to these responsibilities in contributing to a safe environment.
5. Communicate and cooperate with registered medical practitioners in the diagnoses, treatment and management of their athletes' medical and psychological



problems. Consider the athletes' future health and well being as foremost when making decisions regarding an injured athlete's ability to continue playing or training.

6. Recognize and accept when to refer to athletes to other coaches or sport specialists. Allow the athlete's goals to take precedence over all others.
7. Regularly seek ways of increasing professional development and self-awareness.
8. Treat opponents and officials with due respect, both in victory and defeat, and encourage athletes to act accordingly. Actively encourage athletes to uphold the rules of their sport and the spirit of such rules.
9. In the case of minors, communicate and cooperate with the athlete's parents or legal guardians, involving them in management decisions pertaining to their child's development.
10. In an educational institution, be aware of the academic pressures placed on student-athletes and conduct practices and games in a manner so as to allow academic success.

**COACHES MUST:**

1. Ensure the safety of the athletes with whom they work.
2. At no time become intimately and/or sexually involved with their athletes. This includes requests for sexual favours or threat of reprisal for the rejection of such requests.
3. Respect athlete's dignity; verbal or physical behaviours that constitute harassment or abuse are unacceptable.
4. Never advocate or condone the use of drugs or other banned performance enhancing substances.
5. Never provide under age athletes with alcohol.

I have read and understand the above statements and agree to conduct myself in a manner that demonstrates the standards established in this Coaching Code of Conduct and Coaches Code of Ethics, (Principles and Ethical Standards) available from the Coaching Association of Canada.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Witness: \_\_\_\_\_

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Athlete Development Program  
Program Mission Statement  
4.3.1

POLICY:

*To establish and promote a broad based mass participation delivery system of athlete development programs that allows athletes to reach their potential in the sport of cross country skiing.*

(OLD) For reference only

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Principles and Operational Policies  
Alberta Development Team Program  
Program Mission Statement  
4.3.2

POLICY:

To support Alberta development-level athletes aged 14 - 17 in their pursuit of excellence in the sport of cross-country skiing through the provision of training and competitive development opportunities.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Principles and Operational Policies  
Alberta Development Team Program  
Program Objectives and Principles  
4.3.2.1

POLICY:

## Program Objectives

- To provide a “team” for developing-level athletes to strive to attain
- To prepare athletes for the next development level (AST) through appropriate educational, training and technique development opportunities
- To provide an avenue to support development-level athletes through CCA and other funding
- To promote long-term involvement in the sport

### Guiding Principles:

#### Team Selection:

- Team Selection will be determined from the Provincial Race series (i.e ABCups)
- Selection Criteria will be approved each year by the Technical Committee with recommendation from the Athlete Development Committee comprised of representative coaches and athletes
- The selection criteria will be published by October 15<sup>th</sup> each year

#### Team Composition:

- The Development Team will comprised of **Juvenile** and **Junior girl / boy** athletes, based on their the race season ending
- Gender balance will be maintained with equal male and females being considered
- Team size will be determined by annual budget level

#### Program Basis:

- the Development Team will be a camp-based program
- an Development event trip will may be determined annually – Western Canadian Championships or equivalent considered the main target event for this level (coaching support format will be determined annually)
- the Development Team program and Development event trip will be approved by the Technical Committee and General Manager with recommendation from the Athlete Development Committee
- the Program will be published by April 30 each year

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Alberta Ski Team Program  
Program Mission Statement  
4.4.1

**POLICY:**

*To support competitive Alberta athletes aged 17-23 in their pursuit of excellence in the sport of cross-country skiing through the provision of athlete and competitive development opportunities.*

*(Feb 2003)*

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Principles and Operational Policies  
Alberta Ski Team Program  
Program Objectives and Directives  
4.4.2

Policy:

### Objectives

- *To identify and recognize athletes who display the ability and determination required to aspire to programs offered by Cross CountryCanada*
- *To support the education of athletes in the technical, sport science, training and competitive preparative aspects as they relate to elite cross-country skiers.*
- *To assist athletes in understanding and preparing for the demands of the “24-hour athlete” concept and in becoming professional amateur athletes participating in nationally administered programs.*
- *To ensure the provision of appropriate competitive opportunities that will prepare athletes for national and international caliber competitive cross-country skiing.*
- *To promote and encourage long-term involvement in competitive cross-country skiing.*

### Directives

*Cross Country Alberta is committed to providing a sustainable program with the following features as an operational basis:*

- *Consistency both in terms of program content such as benefits, requirements and selection criteria as well as operational support such as personnel and resources.*
- *Communication with club coaches as well as coaches employed by Cross Country Canada of the program requirements and activities will ensure the AST program, club program and national program offerings can be implemented to the annual plan as it is being constructed.*
- *Strategic Planning of the AST program will take place on a quadrennial cycle similar to the operational planning of the NST. The cycle for the AST will culminate with the Canada Winter Games held every four years.*
- *Annual Evaluation of the AST program involving measures of definable outcomes combined with feedback from athletes, coaches and club representatives will ensure the program addresses the dynamic nature of our sport and the changing needs of developing athletes in the province.*
- *Funding of the AST program will be ensured by Cross Country Alberta, which will annually allocate resources to offer/facilitate a quality program that provides for the competitive development needs of the AST athletes.*

*(Feb 2003)*

PROCEDURE:

1. The AST program framework will be published by April 15<sup>th</sup> each year.
2. The AST Committee through consultation with member clubs and coaches, CODA and CCC coaches, and Cross Country Alberta staff will develop the AST program. The program will be approved annually by the Cross Country Alberta Technical Committee.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies

Athlete Selection Process

4.4.3

**POLICY:**

- 1. All Alberta athletes are entitled to a fair selection process and an equal opportunity to be selected to events and races.*
- 2. All members of Cross Country Alberta will have the opportunity to be aware of the selection process by August 31.*

(May 2002)

## CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Athlete Selection Process  
General Selection Criteria  
4.4.3.1

### POLICY:

- *All competitors must be in good standing with Cross Country Alberta (CCA).*
- *All competitors must be a registered member of a CCA Member Club and be registered as such on the CCA database system.*
- *All competitors must hold a current CCA competitive License and a CCC Racing License to be eligible for selection.*
- *All coaches and/or course conductors must be residents of Alberta as of August 1 of the competitive season and must hold a valid Alberta Health Card.*
- *Competitors who have relocated from another province, and who have not fulfilled all previous club and/or provincial financial obligations may not be eligible for trip selection.*
- *All competitors must sign a contract with CCA as a condition of accepting their nomination.*
- *Team and trip nomination, team size, team benefits, and coaching selections are subject to limitations of available funding and may change at the discretion of the CCA Board of Directors.*
- *Should a competitor choose not to accept their AST nomination or selection, the AST selection committee reserves the right to determine which Alberta athletes will be allowed to represent Alberta at National and/or International events.*
- *Should a competitor choose not to accept their AST nomination, they automatically forfeit any benefits – financial or otherwise – associated with being a member of the Alberta Ski Team.*
- *All Alberta competitors who ski in National or International competitions must be sanctioned by CCA in that they are registered appropriately with the association through both membership and racing license requirements.*

(Nov. 1999)



CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Alberta Ski Team Program  
Selection Process  
Appeal Process  
4.4.3.3

*POLICY: Any person affected by a selection decision has the right to appeal the decision. Any person also has the right to a fair appeal process.*

(Nov 1999)

**PROCEDURE:**

1. AST selection appeals can be made where a person or group has a direct interest in a decision made on selection. That person or group may within seven (7) days of the written or e-mail notification of the decision, seek a review of the decision by the CCA Board.
2. Appeals must be made in writing to the CCA chairperson, or through a member of the CCA Board. A request for review must contain the following:
  - a) The name, address, phone #, e-mail address and fax # of the person or group submitting the appeal,
  - b) Identify the decision or issue that is to be reviewed,
  - a) Set out reasons as to why the decision or issue should be reviewed.
3. The Chairperson will select three (3) members of the CCA Board (Review Committee, chair included) to hear the appeal. Where any member of the Board was involved in the matter to be reviewed, that person is not eligible to conduct a review of that decision or matter. The hearing may take place in person or via conference call.
4. The Review Committee
  - a) Must receive the representation from the individual (or his designated rep) or group on the decision.
  - b) May confirm, vary or reverse any decision made in respect to the claim.
5. The review committee will present its decision in writing.
6. The Chairperson of the Board, or the Chairperson's delegate, may extend the seven (7) day period referred to in (1) if he considers there is justifiable reason for extending the time period.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Events and Scheduling Program  
Program Mission Statement  
4.5.1

**POLICY:**

*To attract, advertise, standardize, and coordinate skiing related activities in Alberta.*

(OLD) For reference only

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Program Operational Policies  
Roller Ski Policy  
4.6

**POLICY:** Endorsement of Cross Country Canada Roller Ski Policy

**Preamble**

1. Roller skiing is an integral part of the sport of cross-country skiing, providing one of the most enjoyable and highly specific forms of ski training that can be practised in the dry-land training season
2. Roller skiing is also a sporting activity which is characterized by important legal and safety issues:
  - *The effective practice of roller skiing requires extended stretches of relatively smooth pavement. There are few venues where such conditions have been created exclusively or primarily for the use of roller skiers. Therefore, most roller skiing takes place on public roads and highways. In some municipalities or provinces, this practice is limited or prohibited by legislation.*
  - *Several factors contribute to the existence of a considerable risk of injury during roller skiing. These include the relative instability of roller ski wheels, the lack of brakes, a hard road surface, the exposure to motor vehicles travelling at relatively high speeds and the inexperience of either or both of roller skiing participants and motor vehicle drivers in sharing the road.*
3. CCC has a responsibility to exercise leadership in this area, with a view to:

- a. *managing the risk to its membership;*
- b. *reducing the exposure of CCC, its member Divisions and registered clubs to legal liability for related accidents, as identified in CCC's insurance contract; and*
- c. *contributing to the adherence by roller skiers to prudent and responsible practices that will gain the respect of the Canadian public, thereby protecting the right to roller ski on public roads wherever such practices are permitted.*

## **Aim**

4. The aim of this policy is to state the CCC approach to managing these issues and to establish guidelines for procedures to be followed by CCC members engaged in roller skiing.

## **Authority**

5. This policy is developed by the National Ski Team Committee (NSTC) and promulgated under the authority of the Board.

## **Definition**

6. For the purposes of this policy, roller skiing includes all dry-land training conducted on roller skis, roller blades (in-line skates) and scooters.

## **Policy**

7. **General Guidelines.** The following guidelines describe the procedures to be adopted by CCC members at all times when roller skiing:
  - *Think safety first.*
  - *It is the responsibility of the individual to ensure that he/she possesses the skills to roller ski safely in the selected terrain. It is also the responsibility of the individual to ski in a safe, non-hazardous manner.*
  - *Choose terrain that matches ability. Avoid areas with steep downhill, stop signs at the bottom of hills, railroad crossings, potholes, or other hazards.*
  - *Wear protective clothing. A hard-shell, regulation helmet (ANSI, CSA or Snell) is mandatory. Inexperienced roller skiers should also wear leather-palmed gloves, wrist guards, knee pads and elbow pads.*

- *Ski under control. If in doubt, walk down steep hills or intentionally fall before reaching an unsafe speed.*
- *Do not wear “walkmans” or other electronic devices that will decrease your ability to hear and react to any situation that may occur.*

### **Roller Skiing on Public Road**

8. The following guidelines describe the procedures to be adopted by CCC members when rollerskiing on roads that are also being used by automobile traffic:
  - *If roller skiing must be conducted on public roads, select roads with minimal traffic. Roads with wide shoulders are preferable.*
  - *Refrain from roller skiing where the practice is prohibited by law. In such situations, work through your Club or Division to negotiate road closures for periods set aside for roller ski training.*
  - *Roller ski when traffic is light and visibility is good. Do not ski when visibility is poor.*
  - *Obey the rules of the road. Skiers must adhere to traffic signals and posted signs.*
  - *Where possible, conduct technique in areas with controlled vehicle access.*
  - *For time trials, competitions or similar events, on public roads where traffic is permitted during the event, put out large signs that say: “Caution – Roller Skiers Training. Drive Carefully” or similar warnings. If a large event is scheduled, it is desirable also to post marshals to warn motorists of the activity.*
  - *Wear clothing that is light or bright in colour, in order to be more visible to motorists. The use of fluorescent clothing or vests is endorsed as an extra step that should be considered.*
  - *Roller ski only in a single file and on the right side of the road travelling with the traffic, like a bicycle, or as required by local regulations.*
  - *Scan the road for traffic and maintain situational awareness at all times, creating time to react to traffic as it approaches.*
  - *When being passed by a car, yield as much room as possible. If practising skating technique, switch to classic as a vehicle passes so as to take less room on the road.*

- *Be polite to drivers. A good relationship and good reputation with those with whom roller skiers must share the road is an important element in ensuring safety and protecting the privilege to use roads and highways for this purpose.*
- *All roller-skiers at a CCA sanctioned event must wear reflective vests.*

## **Application of Policy**

9. In some respects, CCC lacks the authority to enforce the measures described in paragraph 7 above. CCC members at large are not mandated to comply. Therefore, in order to ensure the application of this policy where CCC's authority applies, the following approach will be adopted:
  - **National Ski Team.** *Within the National Ski Team program, all athletes who have signed an Athlete Agreement (including the Senior NST, Junior NST, Disabled NST and all Training Centre athletes) are required to adhere to this policy. Athletes who do not comply will be considered to be in contravention of their Athlete Agreement and will be subject to disciplinary action. NST coaches are expected to support the policy at all times in their supervisory activities. Overall, NST and Training Centre athletes and coaches are expected to set a positive example for others in their communities.*
  - **Coaches.** *All coach training within CCC will emphasize this policy. All CCC registered coaches are expected to adopt a leadership role in encouraging or mandating safe roller skiing practices, in accordance with this policy, within their Clubs and communities.*
  - **Club Governance.** *CCC will work cooperatively with its member Divisions to have this policy adopted as Division and/or Club policy throughout the Association.*
  - **Communication.** *This policy will be emphasized periodically on the CCC website and in CCC communication to Divisions and Clubs.*
  - **Coaching and Promotional Material.** *All imagery produced by CCC for promotion of the sport and for coach or athlete development is to be consistent with the guidelines established in this policy.*

## **Insurance Implications**

The adoption by CCC of this policy has important insurance implications for clubs which are covered by CCC's insurance policy. Lack of compliance with the guidelines contained in this policy on the part of CCC members engaged in roller skiing may result in a breach of the CCC insurance policy and liability coverage may be denied.



**SECTION 5**

**STANDARDS OF BEHAVIOUR**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Standards of behaviour  
Purpose, Scope and Application  
5.1

Selection not approved. Currently “Draft – For Discussion only” by Board.  
Topic areas listed.

Standards of behaviour  
Definition of Harassment  
5.2

Standards of behaviour  
Abuse and Neglect of Minors  
5.2.1

Standards of behaviour  
Receiving a Complaint  
5.3

Standards of behaviour  
Fact-Finding  
5.4

Standards of behaviour  
Procedures for reviewing complaints  
5.5

Standards of behaviour  
Imposing Disciplinary Action  
5.6

Standards of behaviour  
Appeal Mechanism  
5.7



**SECTION 6**

**FINANCIAL AND ADMINISTRATIVE OPERATIONAL  
POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies

Resource Development Policies

Grants

6.1.1

*POLICY: The Association will account for grant revenue on the basis of the fiscal year in which the funds are to be used.*

(Feb 2001)

**PROCEDURE:**

- A. Grant revenue designated to programs will be fully applied to the respective programs at the time the revenue is received if it is to be used in the current fiscal year, as per the approved annual budget. If the revenue is to be used in the next fiscal year (and the dollars have been received early), the dollars will remain unearned, tied to that program and will be fully applied to the respective program at the beginning of the next fiscal year.
- B. Grant revenue designated to manpower will be fully unearned at the time the revenue is received and will be earned as the dollars are expended.
- C. Grant revenue designated to projects and capital expenditures will be fully unearned at the time it is received, designated to the project and earned as the dollars are expended.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies

Resource Development Policies

Casinos

6.1.2

**POLICY:** *The Association shall partake in all viable casino projects that are available.*  
(Feb 2001)

**PROCEDURE:**

The Board shall establish a committee to manage the operations of all casinos. The committee must prepare and submit within 10 days of completion, a financial report to the Treasurer.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies

Resource Development Policies

Fundraising

6.1.3

**POLICY:**

*The Association will ensure that there are sufficient funds and fundraising efforts for the organization to sustain itself.*

(Feb 2001)

**PROCEDURE:**

The Board will review its funding efforts on an annual basis and engage in fiscal responsibility. Funds shall be designated and documentation maintained to support all income and expenditures.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
6.2

**POLICY:**

*The association will maintain accurate financial records of receipts and expenditures in accordance with its fiscal year ending April 30 of each year.*

(Feb 2001)

**PROCEDURE:**

- The association will follow Canadian GAAP (Generally Accepted Accounting Principles).
- The association will maintain receipts and vouchers for a period of six years prior to the current spending year.
- The association will record information in a computerized double entry accounting system.
- The association will provide quarterly and annual financial statements to the board and its members upon request.
- The association will follow all income tax, payroll and GST legislation.
- The association shall protect the integrity of financial data and its fixed assets.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies

Resource Administration – Accounting

Loans

6.2.1

**POLICY:**

*The association will ensure that any loans obtained on behalf of CCA are designated as intended and properly documented. The board must approve all borrowings of the association.*

(Feb 2001)

**PROCEDURE:**

The Treasurer shall authorise all borrowing and advise the board of the intention to borrow. All borrowing must be repaid within the operating fiscal year, unless the funds are intended for the subsequent year or the acquisition of capital assets.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Accounting Systems  
6.2.2

*POLICY: The association will ensure that the accounting department and its staff fully uses the automated technologies available within the association in generating and providing comprehensive and accurate financial documentation and information.*

*The association will also ensure that adequate documentation exists to support all financial data and that data is backed up daily (onsite-hard disk backup) and weekly (offsite physical disk – removable).*

(March 2001)

PROCEDURE:

1. The Treasurer or the Senior Staff Person will use QuickBooks (or a similar accounting software package) to record entries, manage payroll, accounts payable/receivable and to produce final statements. To ensure accurate information and the integrity of the accounting process, statements will be produced through automated means only or by transferring information generated through automated means to prescribed formats.
2. A backup of current accounting records will be made to the hard drive on the network in a specified Backup location for all financial data. This is to occur on a weekly basis. Additionally a monthly backup will be made to a separate hard drive within the networked computers.
3. Offsite backups can take the form of a physical Backup to disk that is removed from the office on a weekly basis. This data will be stored in a secure location. The offsite backup can also be to a web-based server that is used commercially for this purpose (ie. Files stored on another computer system or in CCA web server account).

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational

Policies

Resource Administration – Accounting  
Bank Accounts  
6.2.3

*POLICY: All Association bank accounts will have signing authorities consisting of:*

*Chairperson of the Board*

*Director of Human Resources*

*Treasurer*

*Vice Chairperson*

*The Association will do its banking at a major banking institution (tier 2 or better).*

*(Feb 2001)*

PROCEDURE:

- A Administration will update all signature cards as Board members change throughout the year and following the Annual General Meeting.
- B. For day-to-day operational purposes, expenditure officers will consist of Board Signing Authorities.
- C. The Association will select a bank where it is able to obtain optimum savings on bank charges.
- D. The Association will use bank accounts to assist in the fund accounting process, ensuring funds are segregated in the appropriate manner.
- E. The accounting department will initiate the opening and closing of new bank accounts as required in the fund accounting process. Proper bank documentation will be completed, including signature cards.
- F. Accounts are as follows:
  - a) one operating chequing account for all funds other than casino.
  - b) One casino chequing account for casino funds.
- G. Bank deposits will be made on a timely basis to ensure security and optimum interest on funds. Deposits will be made on the basis of fund accounting.
- H. The Senior Staff person will complete the Deposit Detail form, designating funds to appropriate departments and accounts. The Deposit Detail form will be forwarded to the Senior Staff person for posting and filing.
- I. The Senior Staff person will complete the bank deposit form, ensuring it reconciles to the Deposit Detail form and the Receipting General Sales Report printout generated by the Administrative Technician.
- J. The Senior staff person (or designate) will make the bank deposit.
- K. The Senior Staff person will reconcile deposits for the month to the Receipting General Sales Report printouts.



CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies

Resource Administration – Accounting

Funds Transfer

6.2.4

*POLICY: All fund transfers will be made by cheque to ensure that a proper documentation trail is maintained.*

(Feb 2001)

**PROCEDURE:**

1. The Treasurer will determine when fund transfers are required and will complete a cheque requisition, outlining the transfer details as required.
2. The Treasurer will issue the cheque to facilitate the transfer and obtain the appropriate expenditure authorities.
3. The cheque will be receipted through the Senior Staff Person.
4. The cheque will be deposited by the Senior Staff person in the specified account on the following deposit date.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Signing Officers  
6.2.5

**POLICY:**

*The association shall ensure that there are at a minimum of two signing officers for each bank account.*

(Feb 2001)

**PROCEDURE:**

In accordance with the financial institution guidelines, the association will ensure that there are two signing officers (board members) at all times from the four selected members indicated in 6.2.3 Bank Accounts.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Petty Cash  
6.2.6

*POLICY: The Association will maintain a Petty Cash Fund for use in lieu of issuing cheques for amounts less than \$25.*

(Feb 2001)

**PROCEDURE:**

- A. The petty cash fund will be administered by the Senior Staff person.
- B. Single disbursements will be a maximum of \$25.
- C. The petty cash fund will have a maximum float of \$150.
- D. The Senior Staff person will:
  - 1) Reconcile the fund when depleted or at a balance of \$25 or less.
  - 2) Complete a cheque requisition, attach all supporting receipts and petty cash voucher authorizations, and forward to accounts payable.
  - 3) Maintain petty cash in a locked box and locked cabinet and disburse funds to staff when provided with supporting receipts and/or signed petty cash voucher authorizations.
  - 4) Verify that expenditures are allowable and within limit

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Receipts  
6.2.7

*POLICY: The association will follow Canadian Generally Accepted Accounting Principles as it relates to receipting. For day-to-day procedures, see the procedures section.*

(March 2001)

PROCEDURE:

Money

- A. The agency uses QuickBooks software in issuing general receipts for money. At the time the money is received, the Senior Staff Person enters the data in the computer and prints two general receipt copies. One copy is provided to the person who the money was received from and the other copy goes to the receipt file.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Receipts  
6.2.7

*POLICY: The association will follow Canadian Generally Accepted Accounting Principles as it relates to receipting. For day-to-day procedures, see the procedures section.*

(March 2001)

PROCEDURE:

Money

- B. The agency uses QuickBooks software in issuing general receipts for money. At the time the money is received, the Senior Staff Person enters the data in the computer and prints two general receipt copies. One copy is provided to the person who the money was received from and the other copy goes to the receipt file.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Insurance  
6.2.8

**POLICY:**

*The Association will carry adequate insurance for general liability and accidents for the association regarding operations and events.*

(Feb 2001)

**PROCEDURE:**

The association will review its policies each fiscal year to ensure the association, its board members, contract personnel, employees, and volunteers are adequately protected when conducting business on behalf of the organization.

The association will purchase, each fiscal year, adequate insurance to cover off potential liabilities resulting from accidents or the negligence of CCA, its staff, and volunteer personnel.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Investments, Bonds, Long Term Accounts  
6.2.9

**POLICY:**

*Idle capital, operating and designated funds are to be invested in low-risk securities with the Association's bank or board-approved investment company.*

***Non-Restricted Funds***

*The Association will ensure that reserve funds are invested as per the Board's direction.*

***Restricted Funds***

*The Association will ensure that Restricted reserve funds are invested as per requirements of the funding Association, organization, company or individual.*

(Feb 2001)

**PROCEDURE:**

**Investments**

- A. The Treasurer will, through the cash flow analysis, identify idle dollars to be transferred to investment, complete the Transfer of Investment Fund Approval form detailing all transfer information, prepare a cheque requisition and issue a cheque for the amount of transfer.
- B. The treasurer also maintains a detailed listing and schedule of all investments, tracks the investments for maturity/renewal dates and re-invests as appropriate through process A) above.

**Non-Restricted**

- C. At the end of each fiscal year, prior to the completion of the audit, Administration will provide the Administrative Directors with suggestions for utilization of reserves. This list will be based on priority Association needs and will have come out of the budgeting process.
- D. The Administrative Directors will consider the suggestions for utilization of reserves and will make a recommendation to the Board for approval.

- E. The Board will approve the reserves for allocation to various categories such as capital, programs, special projects, endowment, etc.

#### Restricted

- F. The Treasurer will, through income and expense analysis, identify restricted funds that are reserve (surplus) to the program and do one of the following:
  - 1) If over the allowable retention amount as per the funding Agency's guidelines, complete a cheque requisition payable to the funding Agency to return the appropriate amount of dollars.
  - 2) Identify the dollars for investment, complete the Transfer of Investment Fund Approval form detailing all transfer information, prepare a cheque requisition and issue a cheque for the amount of transfer. This is done in accordance with guidelines as specified by the funding Agency.
- G. Maintain a detailed listing and schedule of all restricted investments and reserves, track the investments for maturity/renewal dates and re-investment as appropriate through process A) above. Ensure that the funds are invested so as to allow for expeditious withdrawal should the funding Agency call on the funds.



CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Expense Claims  
6.2.10

**POLICY:**

1. *Cross Country Alberta shall provide travel and assistance to authorized individuals for expenses incurred in carrying out business of the Association when such expenses have the prior approval of the Board.*

2. *Travel assistance to staff will not be paid for the regular purposes of traveling to and from work, as per the rules and regulations of Canada Customs and Revenue Agency. This policy is designed to ensure that staff cannot expense their travel to and from the office of the association. Extra travel by staff related to CCA business will be expensed from the office of CCA. Contract personnel mileage claim will be specified in the contract.*

3. *For approved meetings, clinics, conferences, camps, programs, and similar activities, a per diem will be provided for meals. An individual traveling from home for association business shall not be entitled to make an expense claim for breakfast on the same day. An individual returning home prior to 1:15 p.m. shall not be entitled to make an expense claim for lunch. An individual returning home prior to 6:30 p.m. shall not be entitled to make an expense claim for supper.*

4. **Accommodations:**

*The actual expense incurred for legitimate hotel accommodation (**hotel accommodation meaning a place of business operating within the hotel industry**) (double occupancy where possible), upon presentation of receipts to the Treasurer.*

*Where an individual elects to have single hotel occupancy, or other non-family persons who are not on authorized association business, then only one half of the hotel expense may be reimbursed. This restriction does not apply to family members; that is if a spouse and/or family member needs to travel with the claimant on association business, the specified amount can be claimed.*

5. *Claims for other expenses such as stamps, stationary, telephone calls (photo copy of phone bill is appropriate but please indicate the applicable calls), facsimile, must be backed up by the original receipts.*

6. *Please indicate the project/program or correlated area of spending to which the expenses are charged. The expense claims should be submitted according to the specific program or area of spending.*

7. *Expense claims require the Senior staff person or Treasurers signature prior to being processed and paid with in Budget guidelines. Claims are submitted to CCA office with required supporting documentation; the claim will be mailed back to you with your cheque.*

8. *All expense claims related to leadership courses (i.e. NCCP courses, Jackrabbit Leader clinics, Officials clinics, etc.), ski team and/or development trips and camps, will not be processed until a report is submitted on those programs. The expected report must be received within 30 days of assignment completion and is to contain, as a minimum, all program evaluations from participants, the claimants evaluation of the program, a complete registration list of all program participants, all fees collected (if any), and any suggestions the claimant feels would enhance the future quality of similar program offerings.*

(Feb 2001)

PROCEDURE:

In Draft currently.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Inventory  
6.2.11

**POLICY:**

*The association shall maintain adequate levels of inventory for current operational requirements.*

(Feb 2001)

**PROCEDURE:**

The association shall properly record, classify and mark all inventory purchased/received.

Inventory shall be expensed only when sold or consumed.

The association shall identify and count on an annual basis all inventory.

All vacancies in inventory shall be noted and reported and adjusting entry made where possible.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Inventory Tracking  
6.2.11.2

**POLICY:**

*The organization shall track all inventories on a computerized accounting system that is connected to the main accounting program.*

(Feb 2001)

**PROCEDURE:**

1. All purchases shall be recorded immediately off the purchase invoice into the accounting system.
2. All inventories shall be uniquely identified and accounted for using the cost basis per the purchase invoice.
3. All inventories are to be marked and stored in an organized storage area, secured from external theft.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Allocation - Budget and Financial Planning  
6.3

**POLICY:**

*The association shall engage in annual budgeting and financial planning.*

(Feb 2001)

**PROCEDURE:**

- The Senior Staff Person, with input from the Board, shall prepare an annual budget and financial plan.
- Each responsible portfolio director shall prepare and submit in conjunction with the Senior Staff person a budget to be reviewed by the Treasurer prior to approval from the Board.
- The process shall begin in January of each year and be finalized by March 31.
- The budget shall be based on operational and strategic initiatives.
- The Board will approve the final Budget.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Allocation – Budget and Financial Planning  
Financial Planning  
6.3.1

**POLICY:**

*The organization shall prepare a cash flow statement and financial plan in accordance with the ASRPWF's requirements on a short, medium and long-term basis.*

(Feb 2001)

**PROCEDURE:**

In accordance with the ASRPWF's guidelines

- The treasurer with manager shall construct a financial plan in accordance with the budget.
- The organization shall perform a 1,3, and 5-year plan to aid in long term budgeting.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Allocation – Budget and Financial Planning  
Budget  
6.3.2

*POLICY: The Association will prepare a budget for all program areas for the fiscal year May 1 to April 30, with input from the Senior Staff Person. The budget will be prepared by March 31, as required by funding procedures, so that the Board may approve it by April 30.*

(Feb 2001)

PROCEDURE:

- A. The Senior Staff Person will coordinate and prepare budgets for the May 1 to April 30 fiscal year. Input and submissions will be requested from program areas in preparing the overall budget. Budget preparation will commence in January.
- B. The following will be taken into consideration when preparing the budgets:  
Historical data, Association manpower data, Proposed and known program changes from previous year, Cost increases/projections, Capital improvements and requirements, Association Resource Centre costs, Projected and known revenues, including fundraising projections
- C. The draft budgets will be discussed and reviewed by the Treasurer, Senior Staff Person and the Board members associated with the specific program area.
- D. The amended draft budgets will be presented to the Board for approval, allowing sufficient time for final approval at the Annual General Meeting. The budget packaged submitted to the Board will consist of:  
Association Consolidated Budget Sheet  
Detailed Expenditure Sheets  
Variance Explanations Document  
True Budget Enhancements  
True Budget Reductions  
Capital Improvements and Expenditures Budget/Listing
- E. The Membership will be presented with the Association's Consolidated Budget for final approval at the Annual General Meeting in May.
- F. The Senior Staff Person and the Treasurer will maintain comprehensive records of the budget, including historical data and all data sheets used in compiling the budgets.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Allocation – Budget and Financial Planning  
Financial Reporting  
6.3.3

POLICY:

*The Association will produce quarterly financial statements with supporting schedules. The Administrative Directors will review the financial statements on a regular basis and present the information to the Board.*

(Feb 2001)

PROCEDURE:

- A. The Senior Staff Person will generate quarterly statements using QuickBooks software programs; data will be computer generated.
- B. The Treasurer and Senior Staff Person will review draft statements in preparation for presentation at the quarterly Administrative Director Meeting for final approval. Any anomalies, variances, or significant impacts on the statements will be drawn to the Senior Staff Person's attention.
- C. A complete Financial Statements package will be prepared by the Treasurer and the Senior Staff Person for each member of the Administrative Committee. Any anomalies, variances, or significant impacts on the statements will be drawn to the Director's attention.
- D. The Treasurer will forward quarterly statements to all program directors, advising of income and expenditures for their respective areas.
- E. Any ad hoc reports or financial statements will be computer-generated and will be prepared by the Treasurer/Senior Staff Person to ensure accurate and complete information.



CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Allocation – Budget and Financial Planning  
Audited Financial Statements  
6.3.4

*POLICY: An annual audit may be conducted for the fiscal year May 1 to April 30. The members present at the Annual General Meeting will determine whether such an audit is necessary. The audit, if it occurs, will be performed by a recognized accounting firm, which will be recommended at the Annual General Meeting and appointed by the Board.*

(Feb 2001)

**PROCEDURE:**

- A. Pre-audit – The Senior Staff Person, in conjunction with the treasurer, will arrange the dates with the auditors for audit preparation. Pre-audit to occur between April 1 and April 30 annually. At the pre-audit session, staff and Board members will receive the list of items from the auditors that the Association is to have prepared for the audit and is to ensure that all items are completed prior to the audit.
- B. Audit – The Senior Staff Person will arrange the date for the Association audit. The audit is to occur between April 30 and June 30 annually, with a target completion three months after year end date of July 31 for finalization and approval of audited statements.
- C. The Board will arrange an Administrative Committee meeting to review the draft financial statements. Upon Committee's approval of the financial statements, they will be presented to the Board for final approval.
- D. Financial Statements will be distributed to members and associate members as per their requirements.

POLICY:

*The association shall ensure that all contract personnel are paid within the payment guidelines of the contract, and that all applicable procedures have been satisfactorily carried out.*

(March 2001)

PROCEDURE:

1. A contract exists
2. Payments must match terms of contract
3. Contract has been approved under Board approved budget or minutes.

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Contracting Office and Technical Personnel  
Approval and Hiring Process  
6.4.1

**POLICY:**

*The association shall ensure that the hiring of all contract personnel have followed due process.*

(March 2001)

**PROCEDURE:**

1. Position and dollars budgeted are approved
2. All hiring procedures are followed.
3. A written contract is drawn up between CCA and the contractor.

**POLICY:**

*The association will maintain a comprehensive records management system for all association records. Files will be locked and will be maintained in accordance with accepted records management practices.*

(Feb 2001)

**PROCEDURE:**

**ADMINISTRATIVE FILES**

1. Files will be maintained by the CCA staff in the areas including but not limited to non-member vendors, non-member customers, personnel, programs, coaches and leaders, athletes and clubs.
2. The athlete and coach/leader files will be maintained as long as the individual remains a member of CCA. All other files will be archived after the end of the fiscal year, where they will remain for a period of 7 years after which they will be disposed of.
3. Records of AGM, Board and Committee minutes will be maintained in the office indefinitely.

**FINANCIAL FILES**

4. All invoices will be kept in binders in the office, and stamped PAID when payment comes in to the office.
5. Copies of expense claims will be kept in the Vendor file (see expense claim policy).
6. All financial records (cancelled cheques, deposits records) shall be maintained.
7. The records shall be boxed after two fiscal years of operations, complete with banking records, invoices, expenses, and employee/payroll information.
8. The records shall be kept for seven (7) years after which will be disposed of.

**SECTION 7**

**ADVOCACY OPERATIONAL POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**

*POLICY: It is the intent of CCA that the logo signifying Cross Country Alberta as an organization be both current and relevant to the sport of cross country skiing. The logo shall not be offensive to any cultural or ethnic group or offend CCA members or member families.*  
(Feb 2001)

**PROCEDURE:**

1. The process by which a new logo can be created is by Board approval. The Board may commission an artist to create the logo, or the Board may ask for potential logo's to be submitted to the office.
2. If an open contest for logo's is undertaken then the logo must be advertised in our publications (Alberta Nordic Skier, website, and other means) with guidelines for its creation. An award will be granted to the contest winner if a suitable logo is found.
3. The logo will undergo a review every 5 years and will be exhibited on all CCA promotional material, clothing and official documentation.

**POLICY:**

*Based upon nominations received from the membership, the following awards will be awarded annually: Coach of the year, Official of the Year, Race Organizer of the Year, Outstanding Facility Operations, And Outstanding Retail Staff Person.*

*(February, 2003)*

**PROCEDURE:**

**Coach of the Year**

**Eligibility:**

Any CCA member who has demonstrated meaningful long-term commitment to a CCA club as a coach. The following achievements will be used as considerations for selection:

- Contribute to the measurable (if possible) improvement of athletes in his/her club.
- Present a positive public image of coaching and himself as a coach.
- Demonstrate concern for the all-round development of the athlete: assist the athlete to balance special educational needs, and develop through sport, confidence, self – discipline and respect.
- Demonstrated commitment to provincial coaching development.

**Nomination Procedure:**

Each Club of CCA is entitled to submit one name for Coach of the Year. The achievements and qualifications of the coach will be documented in the nomination form to be submitted to the CCA office by: April 15 each year.

**Selection Procedure:**

The nominations will be reviewed by a CCA committee comprised of: Chair of Technical Committee or Vice Chair as an alternate, Leadership Director, Provincial Coach or designate, and a club representative from one (403) area code and one (780) area code. The club representative will be selected from a list of names submitted by clubs. If no names are submitted, the HR director will select a representative with a view to rotating through the clubs. A winner will be selected and the selection committee shall notify within one week of the selection decision, the recipient of the award. The award shall be formally presented at the CCA AGM.

## **Official of the Year**

### Eligibility:

Any CCA volunteer who has demonstrated meaningful, long term commitment as an official in CCA or CCA sanctioned regional, provincial or national events held in Alberta.

### Nomination Procedure:

Each Club of CCA is entitled to submit one name for Official of the Year. The achievements of the official will be documented in the nomination form to be submitted to the CCA office by: April 15 each year.

### Selection Procedure:

The nominations will be reviewed by a CCA committee comprised of: Chair of Technical Committee or Vice Chair as an alternate, Events and Officials Director, Leadership Director, and a club representative from each of (403) and (780) zones as describes above. A winner will be selected and the selection committee shall notify the recipient within one week of the selection decision. The award shall be formally presented at the CCA AGM.

## **Race Organizer of the Year**

### Eligibility:

Any CCA volunteer who has within the past year, been a Chief of Race or Loppet for a CCA or CCA sanctioned event in Alberta and demonstrated a significant contribution to the overall success of the event.

### Nomination Procedure:

Each Club of the CCA is entitled t submit one name for Race Organizer of the Year. The achievements of the Race Organizer will be documented in the nomination form to be submitted to the CCA office by April 30 each year.

### Selection Procedure:

The nominations will be reviewed by a CCA committee comprised of: Chair of Technical Committee or Vice Chair as an alternate, Events and Officials Director, and a representative from each of (403) and (780) zones as describes above. A winner will be selected and the selection committee shall notify the recipient within one week of the selection decision. The award shall be formally presented at the CCA AGM.

## **Outstanding Cross Country Ski Areas Operations**

### Eligibility:



Any CCA club or independent organization which has demonstrated a commitment to trails and facilities development and operation in cross country skiing.

Nomination Procedure:

Each club of CCA is entitled to submit one name for Outstanding Cross Country Ski Area Operations of the Year. The achievements and qualifications of the club will be documented in the nomination form to be submitted to the CCA office by: April 15 each year.

Selection Procedure:

The nominations will be reviewed by a CCA committee comprised of: Events and Officials Director, HR Director, Vice-Chairperson and a club representative from each of (403) and (780) zones as described above. A winner will be selected. The selection committee shall notify within one week of the selection decision, the recipient of the award. The award shall be formally presented at the CCA AGM.

### **Outstanding Retail Staff Person**

Eligibility:

Any staff member at a retail store with cross country specialization who is dedicated to increasing awareness of the sport in Alberta.

Nomination Procedure:

Each club of CCA is entitled to submit one name for Outstanding Retail Staff Person of the Year. The achievements and qualifications of the person will be documented in the nomination form to be submitted to the CCA office by: April 15 each year.

Selection Procedure:

The nominations will be reviewed by a CCA committee comprised of: Technical Chair or Vice Chair as an alternate, Provincial coach or designate and a club representative from each of (403) and (780) zones as described above. A winner will be selected and the selection committee shall notify within one week of the selection decision, the recipient of the award. The award shall be formally presented at the CCA AGM.

**SECTION 10**

**SUPERSEDED POLICIES**

**CROSS COUNTRY ALBERTA  
POLICY AND PROCEDURE MANUAL**

**CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL**

Financial and Administrative Operational Policies  
Resource Administration – Accounting

*POLICY: The association will ensure that the accounting department and its staff fully uses the automated technologies available within the association in generating and providing comprehensive and accurate financial documentation and information.*

*The association will also ensure that adequate documentation exists to support all financial data and that data is backed up daily (onsite-hard disk backup) and weekly (offsite physical disk – removable).*

(Feb 2001) SUPERCEDED

**PROCEDURE:**

4. The Treasurer or the Senior Staff Person will use Quickbooks (or a similar accounting software package) to record entries, manage payroll, accounts payable/receivable and to produce final statements. To ensure accurate information and the integrity of the accounting process, statements will be produced through automated means only or by transferring information generated through automated means to prescribed formats.
5. Detail procedure for backing up data on the network and to an offsite storage area. (ie web based server.)

CROSS COUNTRY ALBERTA POLICY AND PROCEDURE MANUAL

Financial and Administrative Operational Policies  
Resource Administration – Accounting  
Receipts  
6.2.7

*POLICY: The association will follow Canadian Generally Accepted Accounting Principles as it relates to receipting. For day-to-day procedures, see the procedures section.*

(March 2001)

PROCEDURE:

Money

- C. The agency uses QuickBooks software in issuing general receipts for money. At the time the money is received, the Senior Staff Person enters the data in the computer and prints two general receipt copies. One copy is provided to the person who the money was received from and the other copy goes to the receipt file.