



**WATER POLO**  
SASKATCHEWAN

# BOARD GOVERNANCE POLICIES

## **Vision**

Water Polo Saskatchewan is a National Leader in Water Polo.

## **Mission**

Water Polo Saskatchewan:

- Encourages **PARTICIPATION** through athlete centered and member driven programming.
- Provides leadership resources and services to enable its members to achieve **EXCELLENCE** in water polo
- Builds **CAPACITY** of the sport including through the development of partnerships with its stakeholders
- **PROMOTION** of awareness of water polo by developing **PARTNERSHIPS** with key stakeholders
- Provides strong **ADMINISTRATION**, accountable and responsive to its members

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Board Role Policies**

- 1.1 Board Job Description
- 1.2 Leadership and Stewardship
- 1.3 Empowerment and Accountability
- 1.4 Service and Fairness
- 1.5 Nomination Committee

**Board-Staff Relationship Policies**

- 2.1 Executive Director Job Description & Role
- 2.2 Monitoring Staff Performance
- 2.3 Financial Responsibilities

**Executive Limitations Policies**

- 3.1 Finance and Budget
- 3.2 Organizational Values and Ethics
- 3.3 Treatment of Members
- 3.4 Communication and Counsel to the Board
- 3.5 Stakeholder Relationships

**Ends Policies**

- 4.1 Athletes
- 4.2 Coaches
- 4.3 Clubs
- 4.4 Officials
- 4.5 Parent / Guardian
- 4.6 Other Partners, Stakeholders and Agencies

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Abbreviations and Definitions**

AFC	Aquatic Federation de Canada
CAC	Coaches Association of Canada
COC	Canadian Olympic Committee
CWG	Coaches Working Group (WPC)
FINA	Federation Internationale De Natation
MAP	Membership Assistance Program
MSC	Membership Services Committee (WPC)
NCCP	National Coaches Certification Program
NSO	National Sport Organization
NTC	National Teams Committee (WPC)
OWG	Officials Working Group (WPC)
PSO	Provincials Sport Organization
SSI	Sask Sport Incorporated
TSC	Technical Services Committee ( WPC)
WPC	Water Polo Canada
WPS	Water Polo Saskatchewan

## Water Polo Saskatchewan Inc.

### BOARD OF DIRECTORS POLICIES

<b>Type:</b>	Board Role	<b>Policy Number:</b>	1.1
<b>Name:</b>	<b>Board Job Description</b>	<b>Date Approved:</b>	November, 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	

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The job of the Board is to represent the members and stakeholders of Water Polo Saskatchewan to ensure effective organizational performance.

To distinguish the Board's own unique job from the job of its staff, the Board will concentrate its efforts on the following:

1.1.1 Acting as the link between the organization and its members and stakeholders. This linkage will allow the Board to:

- A. Obtain a clear picture of member expectations
- B. Consult with members to proactively promote effective practices and relations
- C. Communicate with stakeholders in a clear, timely and regular fashion

1.1.2 Maintaining a focus on the intended long term impacts (outcomes) of the organization, not on the administrative or programmatic means of attaining those outcomes. This will be accomplished by establishing and maintaining governance policy in the following four areas:

A. Board Role Policy

Describes the standard of conduct and the job description of the Board. These comprise the group guidelines that the Board imposes on themselves.

B. Board-Staff Relationship Policy

Describes the manner in which the Board relates to the staff, including how power is delegated and its proper use monitored, the Executive Director role, authority and accountability.

C. Executive Limitations Policy

Describes the legal and ethical boundaries within which the Executive Director conducts the business of the organization.

D. Ends Policy

Describes the organizational outputs or products that the organization wants to achieve and for whom.

1.1.3 Assuring Executive Director performance against Executive Limitations Policies.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Board Role	<b>Policy Number:</b>	1.2
<b>Name:</b>	Leadership & Stewardship	<b>Date Approved:</b>	November 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	

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- 1.2.1 The Board will govern with a strong sense of responsibility for providing effective leadership and ethical stewardship of the organization. The Board believes that it is a subset of the ownership of WPS and as such will act as the trustees of the organization. In order to assume this role the Board will:
- A. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing.
  - B. Ensure that their strategies and actions are consistent with the mission, values and long term impacts (Ends) of the organization.
  - C. Guide the activities of the organization through the establishment of a regular planning process which reviews the vision, mission and values of WPS and allows the Board to provide long term strategic direction that is proactive in nature.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Board Role	<b>Policy Number:</b> 1.3
<b>Name:</b>	Empowerment & Accountability	<b>Date Approved:</b> November 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>

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1.3.1 The Board will govern with a strong sense of accountability to the members and stakeholders of the organization regarding their own performance, as well as that of the Executive Director.

This will be achieved through:

- A. Monitoring and discussing Board performance at each meeting by comparing Board activity to Board Role and Board-Staff Relationship policies.
- B. Monitoring Executive Directors performance at each meeting by comparing ED activity to Executive Limitations policies and progress towards achievement of organizational Ends.
- C. Empowering Executive performance by an emphasis on outward vision and strategic leadership rather than internal preoccupation with administrative and program detail.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Board Role  
**Name:** Service & Fairness  
**Authority:** Board of Directors

**Policy Number:** 1.4  
**Date Approved:** November 2003  
**Date Revised:**

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1.4.1 The Board will govern with the values of service and fairness at the heart of their relationships with staff, members, stakeholders and the community at large.

This will be accomplished by:

- A. Demanding excellence and fairness in internal and external service through the values of WPS.
- B. Achieving healthy stakeholder and community relationships through ethical conduct, confidentiality, trust and the assurance of health and safety.

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Board Role	<b>Policy Number:</b> 1.5
<b>Name:</b>	<b>Nominations Committee</b>	<b>Date Approved:</b> February 16, 2005
	<b>Terms of Reference</b>	
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>

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**Chaired by:** The Vice Chair

**Composition:** Three members appointed by the Board, including the Vice Chair, another WPS member and the Executive Director (ex-officio)

**Quorum:** A majority of committee members

**Purpose:** To ensure that the Board nominations process is understood and publicized among WPS members

To ensure there are sufficient nominees to fill all Board vacancies.

To ensure the Board of Directors continuity.

**Duties and Responsibilities:**

- A. To proactively seek qualified candidates to run for the WPS Board of Directors, with a view to achieving a Board that is balanced in terms of regions, sector, gender, experience, and skills.
- B. To oversee the nominations process to ensure compliance with the Associations bylaws and policies.
- C. To report to the Board on nominations received.
- D. To recommend changes to the nominations procedure, as needed, to the Board.
- E. To proactively seek qualified candidates for Board committees when necessary.

**Frequency of Meetings:**

The Committee will normally conduct its business by email and phone and meetings will be organized when necessary.

## Water Polo Saskatchewan Inc.

### BOARD OF DIRECTORS POLICIES

<b>Type:</b>	Board-Staff Relationship	<b>Policy Number:</b>	2.1
<b>Name:</b>	Executive Director	<b>Date Approved:</b>	November 2003
	Job Description & Role		
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	September 2005

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- 2.1.1 The Executive Director (ED) is accountable to the Board as a whole, not to individual Board members or Committees of the Board that may be struck from time to time.
- 2.1.2 The Board will instruct the Executive Director through written governance policies, delegating to him or her responsibility for the operational affairs of the organization within the boundaries identified within those policies.
- 2.1.3 Accordingly, the job description of the Executive Director and the subsequent performance expectations lie in two areas only:
- A. Organizational accomplishment of the outcomes identified in the Boards Ends Policies.
  - B. Responsibility for the operational activity of the organization within the boundaries identified in the Board's Executive Limitations Policies.
- 2.1.4 As long as the Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized and required to establish all further policies, make all decisions, take all actions and develop all activities
- 2.1.5 The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and ED domains. By so doing, the Board changes the latitude of choice given to the ED. However, as long as any particular policy is in place, the Board and its Members will respect and support the ED choices. This does not prevent the Board from obtaining information from the ED about the delegated areas, except for individual member-identified data.
- 2.1.6 Only decisions of the Board acting as a body are binding on the Executive Director.
- Decisions or instructions of individual Board Members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority
  - In the case of Board members or committees requesting information or assistance without Board authorization, the ED can refuse such requests that require – in the ED's judgement – a material amount of staff time or funds or is disruptive.
- 2.1.7 Only the Board acting as a body, can employ, terminate or change the conditions of employment of the Executive Director

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Board-Staff Relations  
**Name:** Monitoring Staff  
Performance  
**Authority:** Board of Directors

**Policy Number:** 2.2  
**Date Approved:** November 2003  
**Date Revised:** November 9, 2009

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- 2.2.1 Monitoring Executive Director's performance is synonymous with monitoring organizational performance against Board policies on Ends and Executive Limitations. Any evaluation of the Executive Director performance, formal or informal, will be taken from evaluation in these two areas only.
- 2.2.2 Monitoring Provincial Coach's performance is synonymous with monitoring organizational performance against Board policies on Ends and Executive Limitations. Any evaluation of the Provincial Coach's performance, formal or informal, will be taken from evaluation in these two areas only.
- 2.2.3 The Board will conduct a formal evaluation of the Executive Director on an annual basis. Informal evaluation will occur on an ongoing basis throughout the year.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Board-Staff Relationships  
**Name:** Financial Responsibilities  
**Authority:** Board of Directors

**Policy Number:** 2.3  
**Date Approved:** November 2003  
**Date Revised:**

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- 2.3.1 The Board is responsible for the development of overall budget policy in accordance with the outcomes identified in its Ends Policies, as well as the priorities identified in the strategic and annual planning cycles.
- 2.3.2 The Executive Director is responsible for setting the budget consistent with the Ends Policies, the priorities identified in the strategic and annual planning cycles and the requirements set by Sask Sport Inc. for all Provincial Sport Governing Bodies and/or other funding sources. He or she shall have the responsibility for administering these funds according to the Executive Limitations outlined in policy 3.1

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Executive Limitations  
**Name:** Finance & Budgeting  
**Authority:** Board of Directors

**Policy Number:** 3.1  
**Date Approved:** November 2003  
**Date Revised:** March 1, 2009

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- 3.1.1 With respect to the actual, ongoing condition of the organization's financial health, the Executive Director may not cause or allow the development of fiscal jeopardy or material deviation of actual expenditure from board priorities established in the Ends policies. Accordingly, he or she may not:
- A. Expend more funds than have been received in the fiscal year to date.
  - B. Borrow from a financial institution, unless the debt guidelines in 3.1.4 below is met.
  - C. Use any Long Term Reserve which shall be established by the Board from time to time.
  - D. Fail to settle payroll debts in a timely manner.
- 3.1.2 Allow tax payments or other government ordered payments or filing to be overdue or inaccurately filed.
- 3.1.3 Budgeting for any fiscal year may not deviate significantly from the priorities that have been identified from the Board's Ends Policies, strategic and annual planning process. Accordingly, he or she may not:
- A. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received for that period.
  - B. Allow cash to drop below a safety reserve as determined by the Board from time to time.
  - C. Endangers the fiscal stability of future years or ignore the building of sufficient organizational capability to achieve ends in future years.
- 3.1.4 WPS shall make available to the Executive Director a credit card with a limit set at \$30,000, which limit shall not be exceeded by the Executive Director. The Executive Director shall only use the WPS credit card for WPS-related expenses.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Executive Limitations  
**Name:** Organizational Values  
& Ethics  
**Authority:** Board of Directors

**Policy Number:** 3.2  
**Date Approved:** November 2003  
**Date Revised:**

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3.2.1 The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business practice, professional ethics and/ or organizational values

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Executive Limitations  
**Name:** Treatment of Members  
**Authority:** Board of Directors

**Policy Number:** 3.3  
**Date Approved:** November 2003  
**Date Revised:** May 2010

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3.3.1 The Executive Director shall not cause or allow conditions, procedures or decisions which are unsafe, disrespectful, unfair, discriminatory, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy when interacting with members or those registering to be members

Accordingly, he or she may not:

- A. Fail to establish a clear understanding of what may be expected and what may not be expected from the service offered.
- B. Fail to inform the member of this policy or to provide a grievance process to those who believe they have experienced a violation of their rights under this policy.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Executive Limitations	<b>Policy Number:</b>	3.4
<b>Name:</b>	Communication & Counsel to the Board	<b>Date Approved:</b>	November 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	

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3.4.1 The Executive Director shall not permit the Board to be uninformed on any relevant information and counsel that is required for the effective governance of the organization.

Accordingly, he or she may not:

- A. Neglect to submit monitoring data required by the Board that provides information regarding the degree to which the Ends Policies and Executive Limitations Policies are being fulfilled (see Monitoring Executive Performance Policy 2.2).
- B. Fail to inform the Board of relevant trends, anticipated adverse media coverage, or changes that may impact the assumptions upon which previous Board policy has been established.
- C. Fail to inform the Board, if in the Executive Director's opinion, the Board is not in compliance with its own policies on Board Role and/or Board-Staff Relationships.
- D. Fail to deal with the Board as a whole except when fulfilling individual requests for information or when responding to officers or committees of the Board.
- E. Fail to report in a timely manner an actual or anticipated non-compliance with any Ends or Executive Limitations policy.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Executive Limitations	<b>Policy Number:</b>	3.5
<b>Name:</b>	Stakeholder Relationships	<b>Date Approved:</b>	November 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	<b>May 2010</b>

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- 3.5.1 With respect to the relationship of the Executive Director with WPS stakeholders, he or she may not:
- A. Misrepresent WPS Operational and/or Governance Policies.
  - B. Act in any manner that violates the values of the organization.
  - C. Commit WPS to any activities or agreements that would be in conflict with the Policies and/or values of the organization.
  - D. Function outside of the parameters as set out by Sask Sport Inc. and/or Water Polo Canada (WPC).
  - E. Jeopardize the relationship of WPS within Water Polo Canada and Sask Sport.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

**Type:** Ends  
**Name:** Athlete  
**Authority:** Board of Directors

**Policy Number:** 4.1  
**Date Approved:** November 2003  
**Date Revised:** March 1, 2009

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**4.1.1 Enhanced Skills and Knowledge**

- Athletes have the necessary skills and knowledge to play water polo at any level. This includes:
- The “skills” necessary to play the game at the appropriate level
- The “knowledge” necessary to play the game at the appropriate level
- At “all levels” from introductory to international, including; clinic, participation, excellence and for all age groups.

**4.1.2 Better Citizens and Sportsman**

- Athletes have well developed inter-personal skills, self-discipline and sportsmanship. This includes:
- The “interpersonal skills” necessary to work with other players, coaches and officials
- The “self-discipline” and associated values necessary to play at their appropriate level
- The level of “sportsmanship” necessary to play the game with respect

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Ends	<b>Policy Number:</b>	4.2
<b>Name:</b>	Coaches	<b>Date Approved:</b>	November 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	<b>March 1, 2009</b>

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**4.2.1 Enhanced Skills and Knowledge**

- Coaches have the necessary skills and knowledge required to competently deliver athlete centered programs at all levels. This includes:
- The “skills”, including interpersonal skills and abilities that are reflected by open mindedness, understanding, leadership, communication, a good work ethic, respect, accountability and the ability to work with people.
- The “knowledge” associated with the certification required to coach at the appropriate level from introductory to international
- “Athlete centered” programs where the needs of athletes come first and are characterized by the use of assessment tools to determine training requirements, the development of programs consistent with athlete needs and developmental level, and the provision of feedback delivery.
- At “all levels” from introductory to international, including; clinic, participation, excellence and for all age groups.

**4.2.2 Effective Role Models and Motivators**

- Coaches are good role models, sportsman, and effective motivators, while being cognizant of their responsibilities to their athletes. This includes:
- “Role Models” that athletes look up to, parents trust, and who demonstrate leadership and consideration.
- “Sportsman” who radiate a positive attitude and who encourage fair play, team play, fun and realistic goals.
- “Effective motivators” who are visionary, set attainable goals and encourage their athletes to strive for their best.
- Coaches who are “cognizant of their responsibilities” and reflect a keen awareness of both their role and their responsibility to develop, oversee and deliver a program which ensures the development of each athlete.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Ends	<b>Policy Number:</b>	4.3
<b>Name:</b>	Clubs	<b>Date Approved:</b>	November 2003
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>	<b>February 2007</b>

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**4.3.1 Effective Clubs**

Water polo clubs in Saskatchewan have increased participation levels, comply with WPS policies, practice good governance and deliver effective programs to all members. This includes:

Clubs comply with applicable WPS policies

Clubs with “good governance” that have an incorporated Board, discipline policy (minimum WPS code of conduct), communicate well with parents, athletes and WPS and are fiscally responsible.

Clubs with “increased participation levels” that encourage outreach programs, engage in club building, offer ongoing development from introductory to high performance levels, develop and implement programs to attract and maintain athletes, and develop certified coaches and officials.

Clubs with “effective programs” that participate in WPS tournaments and events have increased participation, and self-disciplined athletes.

**4.3.2 Development of New Clubs**

Water Polo Saskatchewan fosters development of new clubs. WPS will assist the club to have increased participation levels, practice good governance and deliver effective programs to all members.

## Water Polo Saskatchewan Inc.

### BOARD OF DIRECTORS POLICIES

**Type:** Ends  
**Name:** Officials  
**Authority:** Board of Directors

**Policy Number:** 4.4  
**Date Approved:** November 2004  
**Date Revised:** March 1, 2009

#### 4.4.1 Enhanced Skills and Knowledge

Officials have the necessary **skills** and **knowledge** required to competently officiate at **all levels**. This includes:

- The “skills”, including interpersonal skills and abilities that are reflected by open mindedness, understanding, leadership, communication, a good work ethic, respect, accountability and the ability to work with people.
- The “knowledge” associated with the certification required to officiate at the appropriate level from introductory to international
- “Athlete centered” programs where the needs of athletes come first and are characterized by the use of assessment tools to determine training requirements, the development of programs consistent with athlete needs and developmental level, and the provision of feedback delivery.
- At “all levels” from introductory to international, including; clinic, participation, excellence and for all age groups.

#### 4.4.2 Effective Role Models and Motivators

Officials are good **role models**, **sportsman**, and **effective motivators**, while being **cognizant of their responsibilities** to the athletes. This includes:

- “Role Models” who athletes look up to, parents trust, and who demonstrate leadership and consideration.
- “Sportsman” who radiate a positive attitude and who encourage fair play, team play, fun and realistic goals.
- “Effective motivators” who are visionary, set attainable goals and encourage the athletes to strive for their best.
- Official who is “cognizant of their responsibilities” and reflect a keen awareness of both their role and their responsibility to develop, oversee and deliver a program which ensures the development of each athlete.

## Water Polo Saskatchewan Inc.

### BOARD OF DIRECTORS POLICIES

**Type:** Ends  
**Name:** Parent / Guardian  
**Authority:** Board of Directors

**Policy Number:** 4.5  
**Date Approved:** September 9, 2006  
**Date Revised:** March 1, 2009

#### 4.5.1 Enhanced Skills and Knowledge

Parents / Guardians have **knowledge** required to competently support the athlete, coach and official at **all levels**. This includes:

- The “skills”, including interpersonal skills and abilities that are reflected by open mindedness, understanding, leadership, communication, respect, and accountability.
- The “knowledge” associated with the “Athlete centered” programs where the needs of athletes come first.
- The “knowledge” associated with the programs offered at “all levels” from introductory to international, including; clinic, participation, excellence and for all age groups.

#### 4.5.2 Effective Role Models and Motivators

Parents / Guardians are good **role models**, **sportspersons**, and **effective motivators**, while being **cognizant of their responsibilities** to the athletes, coaches and officials. This includes:

- “Role Models” that the athletes look up to, other parents/guardians trust, and who demonstrate leadership and consideration.
- “Sportspersons” who radiate a positive attitude and who encourage fair play, team play, fun and realistic goals.
- “Effective motivators” who are visionary and encourage the athletes to strive for their best.
- Parents/ Guardians who are “cognizant of their responsibilities” and reflect a keen awareness of both their role and their responsibility to support a program which ensures the development of each athlete, coach and official.

**Water Polo Saskatchewan Inc.**

**BOARD OF DIRECTORS POLICIES**

<b>Type:</b>	Ends	<b>Policy Number:</b> 4.6
<b>Name:</b>	Other Partners, Stakeholders & Agencies	<b>Date Approved:</b> February 11, 2007
<b>Authority:</b>	Board of Directors	<b>Date Revised:</b>

**4.6.1 Good Relationships**

Water Polo Saskatchewan has good relationships with and provides appropriate input to Water Polo Canada, Sask Sport Inc. and other partners, agencies and stakeholders involved with Water Polo

**4.6.2 Policy Compliance**

Water Polo Sask complies with applicable policies of Water Polo Canada, Sask Sport Inc. and other relevant agencies