



FIRST NATIONS RECREATION BOARD DEVELOPMENT MANUAL



Saskatchewan
Parks and Recreation
Association

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RECREATION MANUAL





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What is Recreation?

Recreation is a socially accepted leisure time experience that gives immediate and inherent satisfaction to anyone who voluntarily participates.

Recreation is about activities, pastimes and experiences which are freely chosen. They are usually undertaken in free time and produce feelings of well-being, fulfilment, enjoyment, relaxation and satisfaction. Recreation has always been a part of First Nation lifestyle, the need to be active and fit improves one's skills to survive. Traditionally, activities included games of Dexterity and games of Chance. Community based recreation offered an opportunity to build unity while enjoying a range of social, cultural or physical activities. The Spiritual component was included in all activities, maintaining a balanced lifestyle.

What is Physical Recreation?

Involvement with a variety of leisure activities can help individuals lead more active and healthier lives. Many recreational activities require the movement of large muscle groups and can be aerobic, which improves cardiovascular health. Hiking, biking, swimming, gardening and dancing are good examples. Physically active pastimes, such as these, are most beneficial if they are done routinely and the pleasure derived from them makes this more likely. Recreational and leisure involvement also promotes health by providing a buffer for stress and creating a sense of balance. For instance, recreation and leisure can give people a break from a stressful situation. Indeed, physically active recreational activities can be powerful proactive coping strategies (i.e., efforts to prevent stressful events before they occur). Social support, sport/exercise and miscellaneous non-social activities, such as painting or writing, are examples.

What is Social Recreation?

Socially active recreation is also important to one's mental health. In fact, friendships may be the hidden factor in greater longevity. Research supports the importance of social networks in maintaining health. Recreational activities have the potential to increase social involvement and friendships in many ways. Many recreational activities, such as beading or culture camps, require the involvement of others.

Other recreational pursuits allow people to meet new friends who share common interests, such as talking with acquaintances about movies or books, or taking an adult education class. Social recreation provides individuals a social life outside of their family and gives them opportunities to forge new relationships. Finally, some recreational activities, such as movies or concerts, are often just reasons to get together with friends and help maintain social relationships.

Examples of recreation:

- | | | | |
|-----------------|----------------|--------------------|------------------|
| - hiking | - music | - curling | - fishing |
| - hunting | - reading | - swimming | - dancing |
| - gardening | - craft-making | - art activities | - cooking/baking |
| - playing cards | - snow-shoeing | - horseback riding | |
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Why are Recreation and Leisure important?

- Recreation is important in promoting quality of life.
- It increases self-esteem and confidence.
- It gives people the opportunity to make their own choices.
- It gives satisfaction, enjoyment and pleasure.
- It enables us to become involved and feel like a part of the community.
- It increases the opportunity to gain and develop new friendships.
- It allows us to be challenged, take risks and experience new things.
- It bridges the gap between attending and participating in the community.
- It allows people to contribute their skills and feel a sense of belonging and accomplishment.
- It promotes friendships through shared experiences.

Positive use of Leisure time means:

- Growing into a healthy adult
- Learning about others and their culture
- Learning to share with others.
- Staying away from undesirable behaviour
- Building self-confidence
- Being healthy
- Contributing to your community
- Controlling your weight by combining exercise with healthy eating habits
- Being creative
- Experiencing the outdoors
- Being a team player
- Being independent - choosing what **you** want to do and when you want to do it
- Performing better in school
- Meeting new friends
- Spending time with your friends
- Challenging new activities
- Reducing stress and tension
- Feeling good about yourself

Recreation is an opportunity for growth!

- Develop leadership skills that last throughout your lifetime
 - Learn self-discipline and commitment in a team environment
 - Build strength and endurance
 - Discover more about your inner self
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Recreation = Fun!

- Take part in an activity only if you want to and you'll enjoy it.
- Take part in an activity where your skills will be strengthened.
- Do the best you can - doing something well, or the feeling that you have done well, is the fun part of recreation.

HIGH FIVE[®] is Canada's only comprehensive quality standard for children's sport and recreation programs. It represents a true commitment to quality physical activity and is based on research involving child development experts, recreation and sport professionals, families and leaders.

More information can be found at www.HIGHFIVE.org

Community Connections

Creating community links is essential to develop long term, quality programs. Forming community partnerships can enrich your program in many ways:

- Provides the opportunity to leverage community resources, facilities, equipment and funding.
- Provides the opportunity to learn new values, such as cooperation, respect, fairness, inclusion and acceptance, by taking part in healthy, community building initiatives.

First Nations Training to Employment Program projects must:

- Be initiated and managed by a First Nations Band, Treaty Council or Tribal Organization.
- Include a partnership among First Nations, industry/employer and government.
- Be custom designed for the individual group.

The range of program projects possible under the First Nations Training to Employment Program is dependent upon the training needs identified by the Steering Committee. There is significant flexibility in program design. The program can address:

- Training, from employability skills to occupational skills
- Work exposure
- Job coaching and mentoring

Program projects can be custom designed, if required, and must not duplicate existing programs. All projects must include assessment and service management services. The purpose of an individual assessment is to determine an individual's need for employment and/or support services, including career and employment services, and/or program eligibility and financial benefits. Proper individual assessment is the key to individuals receiving the most suitable supports to assist them, to achieve their training and employment needs.



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What does our community need?

In order to find out the needs of your community, a community profile, must be established and may include the following:

People:

- What word best describes your community and the needs of the people?
- What types of families are there?
- Are there young families, two parent families and/or single parent families?

Facilities and Spaces:

- What types of facilities are in your community?
- Are there schools, community centers, parks, gyms and arenas?

Opportunities:

- Where would you find leadership in your community?
- Are there any groups you would consider partnering with?
- What strategies might you use to attract volunteers or guests?

Sources of information:

- Who in the community could you use to gather sources of information from and get word out about your program?
- Does any program or school have equipment you could borrow?

How do I start a Recreation Board?

After researching the needs for the program(s) the Recreation Board wants to offer, approach the Chief and Council with your ideas. The Chief and Council can make a decision about the project. They will then designate one member to be a Portfolio Councillor and one to be the alternate Portfolio Councillor. The alternate Portfolio Councillor will attend Board meetings, in the event that the Portfolio Councillor is unavailable.

The Portfolio Councillor will Chair all program meetings or appoint a Chairperson. The Portfolio Councillor's input into the meeting must reflect the interest of the Chief and Council with focus on the mission statement or goals of the First Nation. Portfolios need not agree with all decisions made by Program Boards, but they are obligated to state this at the Board meeting. The Board will have the opportunity to reconsider their decision prior to it reaching the Chief and Council.



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What is a Recreation Board?

Appendix 2.1 Board Orientation Manual

The Recreation Board is appointed by the Chief and Council. A Recreation Board may consist of the number of members stated in the Bylaws which in most cases is five to nine members.

For voting purposes boards, should have an odd number of members. Bylaws will state the maximum and minimum number of members. Generally the Board is made up of one member from each committee.

Working cooperatively with the Chief and Council, and the community as a whole, the Board provides direction to the Recreation Program in delivering program objectives.

What does the Recreation Board do?

Under the direction of the Recreation Board, the Recreation Program is responsible for developing and implementing age-appropriate recreational programs for the community.

The Recreation Program works in partnership with other committees and local community programs to maximize the success of organized events. The Recreation Program is also responsible for overseeing the coordination of annual community events.

Organized recreational sports and tournaments are coordinated regularly by the Recreation Director.

Board of Directors:

Two Different Purposes: Board of Directors versus an Advisory Committee

The difference between the two is the amount of authority they have. The Board of Directors generally has the authority to make decisions. Often, they will select or hire someone to make the day-to-day decisions concerning the organization. The Board of Directors is not the ultimate authority. They are limited in their authority by those people who chose them for the position. In business, this would be the shareholders. In an association, this would be the members of the association. In some cases, the organization carefully outlines what the Board has the authority to do and what they must return to the organization body to get approval for, before moving forward.

The Board is responsible for:

- The formulation of policies and procedures.
 - The hiring and termination of staff, subject to approval of their recommendation by the Chief and Council.
 - The development, organization and monitoring of all programs.
 - The monitoring of all activities, to ensure their conformity to the respective program policy manual.
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- The monitoring of all expenditures and monthly reporting.
- The implementation of an annual evaluation of their program directors, based on their job description and work plan.
- The recognition, understanding and acknowledgement of the initiatives and mandates of the Chief and Council, as local government elected by the membership.

Advisory Committee:

The Advisory Committee has no authority in the organization. The purpose of the Advisory Committee is to make recommendations to either the Board of Directors or the organizational body. They are usually selected for their knowledge and experience. Though they could not be called a committee if they are not selected from the members of the body, the members of the Advisory Committee may be people who are not members of the organization. A business owner or lawyer may be asked to serve on this Committee in order to provide advice. Any recommendations that the Committee might make are not binding, but the Board of Directors, or the body, must agree to go by these recommendations before they can be carried out.

When both exist:

If both exist, the Board will probably meet more often than the Advisory Committee, and will consult with them from time to time. The Board should keep the Advisory Committee informed.

When One Exists:

It is possible for either the Board of Directors or the Advisory Committee to exist on its own. If there is only a Board, it will make the decisions that it is authorized to make and will report back to the organization at regular meetings. If only the Committee exists, the Committee will stay informed about the things that are occurring, related to the organization, and will make recommendations at the regular meetings. In some cases, they may inform the President of the organization that a special meeting needs to be called; in order for the organization to handle an issue, but the Advisory Committee has no authority to do anything without approval of the body.

Bylaws

Appendix 3.1 Bylaw template

What are Bylaws?

A Bylaw is a rule of operation agreed to by an organization, to govern its internal operations. In short, Bylaws are made by organizations to set the rules on how the organization is going to be run. Bylaws are operating rules and include how officers are selected, how meetings are run, how the organization operates, and basically all the rules that tells the organization what it is supposed to do to carry on usual business. In day to day occurrences; remember that artificial persons don't



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know what they are doing because they are not natural persons; Therefore it is important for them to have instructions. Bylaws are instructions on what to do.

Composition of Bylaws – organized under “Robert’s Rules of Order” model:

In defining the structure of the organization, most Bylaws include the following topics, in this order:

- Name of the Organization
- Object or purpose
- Members
- Officers
- Meetings
- Executive Board
- Committees
- Parliamentary authority
- Amendments

Name of the Organization:

The name of the Club or Group will be voted on, in a meeting with the Board of Directors. Prior to voting on a name, the name (s) should be brought forward to the Chief and Council for approval.

Object or purpose:

If the organization is incorporated, the corporation papers state the organization's Object, which should not be stated again in the Bylaws. The Object should be concise and state why the group exists and what it is organized to do. If the sentence is long, set off each thought with semicolons. The Object sets limits on what business the members can bring before the assembly. If an organization wants to expand what it is doing and the Object does not allow for this, members should amend the Object to reflect its changing nature.

Define the type of organization that you want to create. An organization must create a Charter or a set of Bylaws. A Charter defines the purpose, mission, goals and objectives of an organization. The Bylaws define what will and will not be acceptable.

Members:

This article usually has several sections that define who the members are, dues and responsibilities.

Classes of members:

Does your organization recognize various classes of members - active, inactive, and honorary? Bylaws should define the distinctions between these classes. Some classes of members may have more rights at meetings than others. The Bylaws should state how one becomes a member of each class and if there are limitations on the number of members in each class.



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Eligibility for membership:

How does someone apply to be a member? Is there a test, a list of demands, or proficiency in a certain area that applicants must meet before they can apply? Are there other restrictions on who can join? For example, does the member have to reside in a certain geographical location? An organization must be careful not to discriminate if its membership is open to the general public.

Dues or Fees:

This section states the organization's dues structure, including the specific amount of dues. If dues are \$45 a year, for example, only amending the Bylaws can change this fee. Some Bylaws state that the Board of Directors can set the dues yearly. However, if this is the case, the organization should stipulate some limitation to the amount of increase. Or, the Bylaws can say that the Board sets the dues every year but members must ratify the amount. If there are different amounts of dues for different classifications of members, the Bylaws need to state each amount.

This section of the Bylaws also states when the dues are to be paid, when they are considered delinquent, to whom one pays the dues, what the procedures are for dropping a member for non-payment of dues, how a member can reinstate him or herself, and any fines for late payment of dues.

Unless stated otherwise in the Bylaws, an organization cannot prevent a member who is late in paying dues from attending meetings or voting. Likewise, members can't be assessed any additional amount of money

Unless stated in the Bylaws. Therefore, if there is a one-time initiation fee or other assessments, the Bylaws must state this information.

Membership Requirements:

Bylaws should define any requirement for staying a member. For example, some organizations have an attendance requirement. Other organizations may require that members serve on committees, attend regional conferences or take educational classes.

Officers:

The first sentence of this section should name the officers in order of ranking. For example, "The officers of the organization are a President, Vice-President, Secretary, Treasurer and three Directors". The section can then state that the officers are to perform the duties outlined in the Bylaws and parliamentary authority. If the duties are described in the Bylaws, they should be briefly described for each officer and designated by sections. If the duties for officers are numerous, they should be put in a separate article. Organizations must take care not to omit any duties in the Bylaws, as an omission can be interpreted to mean that a duty is not a requirement of that officer. To solve this problem, the article can include the phrase "and such other duties applicable to the officer, as prescribed by the parliamentary authority adopted by the society".



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Creating a Board:

A Board is a flow chart of an organization. A Board generally consists of a President, Vice-President, Treasurer and Secretary. When selecting Board members, keep in mind the commitment and skills required for each position.

Nominations and elections:

This section should establish the nomination and election procedure. If a nominating committee handles nominations in the organization, the Bylaws state who selects the nominating committee. The nominating committee is one committee that the President should not select or be a member of. It is usually best to have the members elect a nominating committee. This section of the Bylaws should also state the duties of the committee. Do they select one candidate for each office, or multiple candidates for each office? The wording of the Bylaws determines how many members are nominated.

This section should also define how and when the election takes place, as well as describing the method of voting. Electing by ballot is usually best. If the Bylaws do not provide for an exception to this method when only one candidate is nominated for each office, members must take a ballot vote. Some organizations state that if only one candidate is nominated, the members can take a voice vote. If the organization wants to take the vote by mail or email, or other electronic means, the Bylaws must include this information. The Bylaws must also state if the vote is something other than a majority vote.

Eligibility:

The Bylaws should state any eligibility requirements for each office.

Term of office:

The Bylaws should state term of office, when the term begins and any term limits. If the Bylaws do not state when the term begins, then as soon as officers are elected they take office. In the case of the President, as soon as the new President is elected, he takes over conducting the meeting. Instead of having this disruption, or having a newly elected President who is not prepared to preside, the Bylaws should state that officers begin their terms after the meeting at which they are elected.

To ensure that there is always someone to serve in the office, the Bylaws should state that officers "shall hold office for a term of . . . or [and] until their successors are elected". If no one is elected, or there is a problem finding a nominee, the current officer remains in office until someone else is elected. Having a rotation in office is also preferable. The Bylaws may also state that a person can only hold the same office for a certain number of consecutive terms.

Removal from office:

The Bylaws should contain a provision for removing a member from office. The provision can state that removal can occur for cause and then name the reasons to remove someone, or the removal can occur without cause. Removal from office should require a two-thirds vote. If the Bylaws state that a person shall hold office for a term of so many years, "or until the successor is elected", members can rescind the election. If the previous sentence says "and until the successor is elected", the only way to remove a member from office is to have a trial.



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Vacancies:

Including a section explaining how to fill vacancies is important. If an organization requires attendance at so many meetings, it may also include a provision for declaring a vacancy if an officer misses that many meetings. Because this is similar to removing someone from office, a two-thirds vote should adopt the vacancy declaration.

Meetings:

The very first section of this Article should state the day that regular meetings will be held. For example, "There will be regular meetings on the third Thursday of every month". The standing rules state the time of the meetings. This section should also state which meeting is the annual meeting. For example, "The annual meeting is held the third Thursday of April". This section should also include guidelines concerning the business that members can transact at regular meetings and the annual meeting. For example, "At the annual meeting, members meet to conduct business, hear reports of committees and officers, and elect officers". The Bylaws must specify if members are required to be notified of meetings, the method of notification (mail, email, fax, telephone, and so on), and the time of notification. For example, "The secretary will mail out a call to the meeting 10 days prior to the meeting". The Bylaws must also state if a vote other than a majority vote must adopt business.

Quorum:

This section sets the quorum, which should be a number and not a percentage, for the meetings. The quorum should be the number of members that regularly attend meetings.

If the Bylaws do not state a quorum, the quorum becomes a majority of the membership. However, members should not tie their hands by setting the quorum too high. If the quorum is set too high, nothing gets accomplished. Many organizations offer Board Orientation Training.

Policies and Procedures

Appendix 4.1 Policy Manual

Appendix 4.2 Membership Manual

The new QUEST 1 online training is designed for managers who oversee children's programs. It allows them to develop, adopt, and measure the effectiveness of child-focused policies. Managers can use this Guide, along with our Assessment Tool, to evaluate their policies and procedures, identify gaps and gauge the effectiveness of implementation by front line staff.

The new QUEST 1 Tool is based on the Guide to Policies and Procedures and includes 86 updated quality indicators. More information can be found at www.HIGHFIVE.org.

Policies for a Recreation Board:

When you are writing the policies, it is important to keep the policies simple and as straight forward as possible. Avoid using words with double meaning.



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What are identified as policy areas?

Policy areas are key determinants of quality, common to human service areas and specific service perspectives. Some policy areas are common to most human service organizations, i.e. confidentiality, duty of care and health and safety. Other policy areas reflect the unique nature of the service. For example, a recreation program for teenagers with a disability might have a policy about “having fun”. All of these are key determinants of quality and are therefore documented as policies.

How do policies, procedures and instructions link up?

- Policies are the founding principles
- Procedures are the recipe for how things get done
- Instructions flow from policies and procedures

Writing a policy:

For each key determinant of quality, write one policy. Remember these are signposts and commitments to quality. Use the standard format. Write one policy for each of the key determinants of quality.

Policies are the public commitment to quality and provide a broad guide for actions and decision-making, while allowing discretion. Like procedures, policies should be written to a standard format to comply with community standards and meet various accreditation requirements. To ensure consistency, currency, inclusion of all relevant pages, authorizations and appropriate timing of reviews, it is important that a standard header be used for all policies, procedures and work instructions.

The header must give:

- The name of the organization
- The name of the unit or service stream if the document is specific to one area
- The title of the policy (or procedure or work instruction)
- The issue date and issue number
- The page number expressed as a part of that particular document (or procedure or work instruction)

Writing a Procedure:

A procedure states what it is that will be done to implement the policy. It is like a recipe. Procedures are built on policies. A procedure states what it is that will be done to implement the policy. Unlike a policy, which allows the individual some discretion, procedures specify what it is that will be done, by whom and how. Therefore, a procedure may be likened to a recipe. A procedure:

- Identifies all the people who are to act
 - Describes the precise actions required
 - States when the actions are to occur
 - Reflects the sequence of events
 - Is written in plain English, using short familiar words
 - May be written or pictorial (for example, flow charts, and photographs)
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To write a procedure:

- Ask yourself why you are writing the procedure, check that it is fundamental to your quality of service and builds on an existing policy
- Consider the format of the text that will best convey the procedure - written, diagram, photograph, flow chart
- Use the standard procedure format
- Identify any gaps in the procedure by trialing the procedure with a user who was not involved

In its development

- Redraft the procedure on the basis of the trial
- Refine and forward it to the relevant person for authorization and distribution

The procedure is structured to provide details of:

- Purpose and scope: specifying purpose of procedure, the area covered and exclusions
- Responsibility for implementing procedure: specifying who will implement the procedure
- Procedure: listing (or depicting) sequentially exactly what must be done and noting exceptions
- Documentation: listing documents to be used with the procedure and attaching examples of completed documentation, if appropriate
- Records: listing any records created as a result of using the procedure, where they are stored and for how long
- Authorization and date: signed and dated by the person authorizing the procedure

To write work instructions, use the same structures and processes that were used to write procedures. Work instructions should not be kept in the procedure manual as it would simply become too large and unwieldy. Work or task instructions should be kept in a manual relevant to the job where the instructions are applied.

One or more procedure manuals for the Club?

Make decisions which suit your service and structure:

Obviously, in terms of ensuring adequate control of manuals and ease of updating, the fewer procedures the better. On the other hand, putting everything into one manual can lead back to manuals that are overly large, cumbersome and perceived as not useful. Some procedures will be common across an organization, and should therefore appear in all procedure manuals. These common procedures may be supplemented by other more specific procedures, such as those specific to a functional work unit. For example, it can be useful to split service provision and administrative manuals. Other procedures may be specific to a location, i.e., a community residential unit.

Whatever decisions are made, be consistent in your decision-making and ensure that there is a master set with specific control and issuing mechanisms. Without these, the manuals will grow and become outdated and unreliable.



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How many copies of each of these manuals do we need?

Again, there are no hard 'rules' to guide you in this decision. If you have too few manuals, the policies will not be known and procedures will not be followed because they are difficult to access. If you have too many copies, updating the manuals will become a major administrative task and a waste of paper. Your decision must reflect these constraints.

Ensuring manuals remain current:

- Number pages within each policy and procedure
- Formally review the manuals

Outdated policy and procedure manuals are worse than useless because they may actually point your staff in the wrong direction! A few simple strategies can be used to ensure your manual remains current and your staff understands the level of currency.

Although a number of staff will contribute to the documentation of policies and procedures, all issuing and re-issuing should be through one designated position. In this way, amendment records can be appropriately maintained and issuing controlled.

Some organizations find that a sign-off form at the beginning of a manual that is kept in each copy can be used to record staff having read a policy or procedure manual, and to record comments. This provides a ready source of review material, as well as evidence to service reviewers of staff involvement in the writing and revising of procedures.

Putting it all together:

To document your organization's policies and procedures:

- Identify the key determinants of quality for your organization
 - Use these key determinants to generate the list of policies and procedures needed
 - Use the standard format and document your policies
 - Use the standard format and document your procedures
 - Decide if one policy manual will serve the whole organization, or if organizational manual and supplementary policies are required.
 - Decide if one procedure manual will serve the whole organization, or if more than one procedure manual is required
 - Prepare title page(s)
 - Prepare table(s) of contents
 - Prepare statement(s) of confidentiality requirements
 - Prepare a distribution list
 - Prepare an amendment sheet
 - Prepare sign off and review records
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- Copy and distribute the manual

Staffing

Appendix 5.1 Staff Manual

Appendix 5.2 Director Job Description

Work Description:

Individual is responsible for the overall direction of recreational operations and facilities, including program development and supervision of recreational sport personnel.

Management responsibilities:

Supervision of all recreational sport operations, including:

- Revenue and expenditure activities
- Employee payroll
- Maintenance of facilities and recreation vehicles
- Evaluation of programs and employees
- Coordination of community recreational sport activities
- Supervising and scheduling of routine maintenance and repairs of recreation equipment and facilities
- Preparing and submitting required annual budget

Basics:

Recreation Directors plan activities for different age groups, genders and ability levels. For instance, a Recreation Director may manage a basketball league for students younger than thirteen, as well as a softball league for adults. Depending on the venue, they may also organize activities ranging from camping and horseback riding to painting and card games. In addition, Recreation Directors may also make schedules, order team shirts, demonstrate the correct way of performing various activities, and supply trophies for winning teams and individuals.

Skills:

A Recreation Director should be highly organized, energetic, motivated and creative. They must possess strong written and verbal communication skills and be able to supervise a staff of assistants. They should also possess a basic understanding of math, since Recreation Directors are often responsible for keeping track of scores and statistics, as well as a financial budget for activities.

Communicates effectively:

An effective Operations Manager knows how to communicate on many different levels with all types of people. The ability to get your message across to your staff, your superiors and, most importantly, your customers, is an essential skill that will be put to the test each day. Using a wide array of communication vehicles, including verbal, written and body language techniques, will allow you to establish a rapport with each audience.



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Understands the organization's financial performance:

Operations Managers are directly responsible for contributing to their organizations' financial performance. A successful Operations Manager knows how to prepare sales projections and expense budgets, analyze profit and loss statements and balance sheets. To simplify the process of creating financial projections, an efficient Operations Manager should utilize business planning software, which allows one to build a comprehensive set of financial projections, reports and charts in less time.

Motivates the team:

Organizations don't get much done unless their people are motivated. A successful Operations Manager knows the importance of building a strong team and developing positive relationships among team members. This can be achieved by understanding and addressing the individual needs and concerns of your staff.

Tracks and measures staff performance:

It is essential to set work objectives for each of your team members and be able to measure their progress. An Operations Manager needs to establish specific measurements that tell your staff how they are doing against the goal. This will provide you with a clear base for employee recognition, but also for staff development. In addition, measuring and tracking individual personnel performance will provide feedback that helps focus on issues and success factors that will improve the overall organization's performance. An effective Operations Manager should look into utilizing human resource software, which streamlines the process of setting performance goals, evaluating employees and maintaining up-to-date training and certification information.

Using the HIGH FIVE® QUEST (QUEST 2):

This one-day workshop will help your supervisors improve the quality of your children's programs by learning how to measure it with the HIGH FIVE® scientifically validated Tool.

Supervisors will get practical training on the use of QUEST 2 and will gain access to the HIGH FIVE® database. They will learn how to enter their data into the database to help them continually track their progress, as well as identify areas of need.

Learner Outcomes:

At the completion of this workshop, learners will be able to:

- Define HIGH FIVE® and apply the Principles of Healthy Child Development to their role as a supervisor.
- Use QUEST 2 scientifically validated quality measurement tools for observing and evaluating children's experiences in programs.
- Acknowledge the crucial role of supervisors in setting the tone for healthy child development in an organization.

Delivery Director Skill set:

Sound delivery management is essential for project success. Delivery Directors are always under pressure with many roles to be performed, including planning, monitoring and reporting, resource management,



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quality and risk management, problem and change management, etc. The Delivery Director's ability to understand and be effective in these roles is based on actual experience and best practices used in successful projects. For projects of a technical nature, the Delivery Director should have some understanding of the technology being used, so that they can relate to their technical staff.

The successful candidate will have a blend of these skills and the ability to communicate with the business and technology areas. This will allow the candidate to sharpen business skills that they need to advance and stay competitive. The right person should also be a true leader.

The following list gives a brief description of the Delivery Director's skill sets.

Communications Management:

- The processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.

People Management:

- Making the effective use of all the people involved with the project. It includes all the project stakeholders-such as sponsors, customers, individual contributors and others. This relates to life balance, retention and career progression.

Leadership:

- Involves providing motivation and direction to a team for the successful completion of a project. This module delegating responsibility appropriately and empowering team members to deliver results.

Client Satisfaction:

- The evaluation process used by the client to measure engagement quality and satisfaction.

Scope Management:

- The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It is primarily concerned with defining and controlling what is, or is not, included in the project.

Expectation Management:

- Involves making compromises with different groups or organizations in order to meet or exceed sponsors needs and expectations. It will be up to the Delivery Director to determine when to make these judgments.

Risk Management:

- Includes the processes concerned with identifying, analyzing and responding to project risk so that it will decrease the chance of a risk's occurrence and/or its impact on the engagement.

Knowledge Management:

- The process of capturing, storing and indexing the information gathered. It also involves sharing
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everyone's expertise, experience and knowledge.

Business Management:

- The process for evaluating and designing the economic business relationship and structure with the clients and suppliers. This relates to how the deal is structured, organized and executed.

Cost Management:

- The set of activities directly related to engagement costs and profits. Cost management includes the processes required to ensure that the project is completed within the approved budget.

Time Management:

- The processes required to ensure timely completion of the project.

Quality Management:

- The processes required to ensure that the project will satisfy the needs for which it was developed.

Procurement Management:

- The processes required to acquire goods and services from outside the organization that is requesting the work.

Value Management:

- The addressing of the client's critical business issues and providing valuable solutions.

There are several factors that a company can use to assess the prospective candidates, but two areas to consider include:

Character:

- Is the candidate self-motivated?
- Is the candidate an effective listener?
- Is the candidate willing to take risks?
- Does the candidate have high standards?
- Is the candidate willing to be accountable for all results?
- Is the candidate goal oriented?
- How does the candidate respond to change?

Experience:

- Does the candidate have problem-solving skills?
 - Does the candidate have the ability to define the problem and come up with a solution that fits the problem?
 - Does the candidate have the ability to produce the work products (i.e. deliverables) especially under unusual, out-of-the-ordinary conditions?
 - Does the candidate have the ability to communicate effectively?
-



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- Can the candidate appropriately and thoroughly inform and respond to others to elicit interest and a cooperative response?
- Is the candidate adaptable to taking on more responsibility?
- Does the candidate have leadership potential?
- Is the candidate assertive or aggressive, decisive or unsure, show initiative or just follow along, and competitive or easy going?
- Is the candidate service oriented?
- Can the candidate work with the client and satisfy the clients' needs, while staying within the boundaries of the scope, and handle conflicts in a reasonable manner?
- Does the candidate have strong organization values, such as working within the defined corporate protocol and recognizing authority relationships (i.e. chain of command)?

If the skills present a more sales focused individual, then the candidate may not be a good fit for this role.

Developing a Job Description:

It is important to develop job descriptions for all employees. All employees like to know what is expected of them and how they will be evaluated. Job descriptions can also be of great value to employers. Creating a job description often results in a thought process that helps determine how critical the job is, how this particular job relates to others, and identifies the characteristics needed by a new employee filling the role.

A job description typically outlines the necessary skills, training and education requested by a potential employee. It will spell out duties and responsibilities of the job. Once a job description is prepared, it can serve as a basis for interviewing candidates, orienting a new employee and finally evaluation of job performance. Using job descriptions is part of good management.

Components of a Job Description:

A summary statement:

These one or two sentences include a general statement of duties and mentions who the employee would report to.

Functions of the position:

Usually this section is the most lengthy. It details what the job actually entails and can be quite specific. It should detail any supervisory functions, in addition to being as specific as possible in describing tasks the employee will face every day. This is also the best place to indicate whether the person will deal with customers, the public or only internal employees. You can also use this section to place priorities on the activities.

Attributes needed for the position:

If the position involves the use of machinery (or computers), spell out what type of machines or software the employee will use. Also, detail any technical or educational requirements that may be critical or desired. This is also the place to provide some insights into the type of work environment you are



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attempting to maintain. Is it pure business, or are they required to have the ability to the overall spirit of the organization?

Reporting:

Provide details on the reporting and organizational structure. This will help the employee better understand how their activities fit into the total organization.

Evaluation criteria:

The more specific you can get, the better. Writing this section will possibly enable you to define what is most important for the organization, as well as the employee. Try to ensure that the evaluation criteria of the position will promote the type of activities to enhance the success of the business. Also, provide details on when evaluations will take place.

Compensation:

Including a range, instead of a specific figure, will give you more flexibility, but most people will feel they should be at the top of the range. It is usually better to have a specific dollar amount, especially if you are providing the job description to the employee. If your organization uses salary grades, utilize that documentation.

Physical location and surroundings:

The employee needs to be aware of where the position will be located, the hours per day, as well as if travel is required.

Summary:

The use of job descriptions will help the Club better understand the experience and skill base needed in order to enhance the success of the company. Job descriptions help in the hiring, evaluation and if required, terminating of employees. All too often, there is a misunderstanding of what a position entails and a well-prepared job description can help both sides share a common understanding.

Volunteers

Volunteers – an important resource:

Volunteers are the most important resource community organizations have. The ability of people to work willingly together for the betterment of their community and themselves is a valuable resource. The image of the volunteer has changed over time. Now volunteers can come from all walks of life and they may be a teenager learning to manage responsibility by caring for wounded wildlife, an executive sharing management skills with a community group, or a retiree enjoying a new friendship as a volunteer reader at the community library. Ideally, volunteers find the donation of their time and energy a meaningful experience for themselves as well as for the organization which is a true win/win situation.



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Benefits volunteers bring to the organization:

- Credibility – volunteers have fewer vested interests, making them a valuable public relations asset
- Objectivity – especially in the delivery of services
- Refreshed energy
- Specialized skills and knowledge
- Public opinion on important issues
- New ideas to enrich the existing program
- Flexibility to focus intently on a particular task or issue
- Constructive criticism and feedback
- Fresh perspectives – "new blood" can keep an organization alive
- Ability to lessen the overall workload
- Capacity to expand services
- Immediate access to the community

Why do people volunteer?

- To help others and contribute to the community
- To use skills in a new setting
- To find new friends and new relationships
- To develop a sense of accomplishment and self-worth
- To learn new skills
- To meet requirements of a course or program
- To challenge themselves
- To work for a cause
- To gain recognition for their abilities
- To help improve the quality of community life

What is motivation?

There is no great trick to motivation. It is simply finding out what people like to do — and can do well — and then letting them do it.

Four methods of motivating people:

- Provide a reason for people to participate in your organization
- Provide recognition
- Provide goals that are clearly defined and communicated
- Conduct stimulating meetings

Motivation is a very individual and internal concept. It is a person's drive to satisfy one of their needs. It's very much a two-way street. When volunteers and the organization are highly motivated, the organization accomplishes:

- Goals
 - Short-term plans
-



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- Teamwork
- Payoffs for the organization

In return, the volunteer receives:

- Recognition
- Interesting jobs
- Responsibility
- Achievements

You can't force people to do something that they are not interested in.

Motivating environments:

A volunteer needs:

- To know what to do
- To know how to do it
- To be able to do it
- To agree to the task

Work given to a volunteer must be work that the volunteer wants to do

"Rights" of a volunteer:

- To be treated as a co-worker, not just free help.
- To be assigned to a suitable assignment with consideration for personal preference, temperament, education and skills.
- To be provided a well-planned program of training and supervision.
- To be provided continuing education on the job and a follow-up to initial training-training for a greater responsibility.
- To be given sound guidance and direction.
- To have the opportunity for promotion and a variety of experience through advancement to assignments with more responsibility.
- To be heard, to have a part in planning, to feel free to make suggestions, and to have respect shown for an honest opinion.
- To be recognized in the form of promotion and rewards, and through day-to-day experience of appreciation.

"Responsibilities" of a volunteer:

- To be sincere in the offer of service and believe in the value (worth) of the job to be done.
 - To be loyal to the organization and the staff with whom they work.
 - To maintain the dignity and integrity of the organization with the public.
 - To understand the job he or she undertakes.
 - To carry out duties promptly and reliably to the best of their ability.
 - To be willing to learn and participate in orientation and training programs, and to continue to learn on the job.
 - To accept the guidance and decisions of the coordinators of volunteers.
-



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- To maintain a smooth-working relationship with others and stay within the bounds of the volunteer placement description.
- To contribute to supervision by self-evaluation and willingness to ask.

The rights of the volunteer may be seen as the responsibility of the organization and the responsibility of the volunteer as the rights of the organization.

The organization is responsible for making sure that volunteers are treated well. In return, the organization benefits by getting extra effort and good quality work from the volunteer.

Finances

Now that it has been established who is responsible, funding can be addressed

Sources of Funding:

Research and apply for government, foundation and corporate grants that allow a portion of the granted funds to be allocated toward administrative expenses. Within the category of administrative expenses lies the salary and benefits package of the Director or whatever title you decide upon to lead your non-profit organization. In most cases, First Nations are considered non-profit.

<http://lin.ca/resource-details/6315> or www.spra.sk.ca

Fundraisers:

Hold fundraisers for your cause(s) that are organized, to allocate a portion of the funds raised to operational expenses – the cost of putting on the fundraiser – and administrative costs. Most people who participate in fundraising understand that there are costs associated with the activity. These will also include the costs associated with your salary and those of the organizational leadership. <http://lin.ca/resource-details/6745>

Budgets:

Budget your salary, benefits and bonus packages in proportion to the amount of revenue your organization will generate during the year. Because your leadership efforts will directly affect the volume of funds raised over the year, you can formulate a compensation package that will adequately pay you, according to how effective your efforts are.

Revenue:

Generate revenue for your organization through passive sources, including rents, royalties, investments or interest payments. If your organization is a tax-exempt organization, you will need to understand any government restrictions on this type of revenue. However, any additional funding for the organization can add to the total amount of your personal profit, once you have addressed the mission of the non-profit.

Sponsors:

Many companies will precede a sponsorship for a specific cause. Companies like to see where their money



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is going and what recognition they will receive, once they make a contribution. Be as specific and detailed as possible.



Saskatchewan
Parks and Recreation
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BOARD OF DIRECTORS MANUAL



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Board of Directors Manual

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Board of Directors Manual

Dear Board Member:

Thank you for agreeing to serve on the Board of Directors, and to represent the Club. This package contains information that will help you make informed decisions, on behalf of our programs.

Basic Board Information

Role of the Board Members:

The Board of Directors acts as trustees on behalf of the entire organization. The Board is responsible for the overall operational concerns of the club. The Board functions as part of a group, not as individuals. All decisions are made at Board meetings in an open and clear fashion, and are properly communicated.

It is the Board's responsibility to make policies and decisions that support the philosophy and goals of the organization. States are the "law of the land". The Board cannot change or make choices about statute requirements as these are part of local, provincial or national body of laws. The Board is responsible to ensure the organization operates in compliance with:

- The Labour Standards Act
- The Non-Profit Act
- The Co-operatives Act
- The Occupational Health and Safety Act
- Income tax and employee payroll deductions
- Human Rights
- Local bylaws regarding zoning and business operations

These will likely be referred to on a regular basis and copies should be provided to all Board members and Management. All Board members are accountable for maintaining the effective operations of the Club.

Role of the Recreation Director:

The Recreation Director is a general manager of the Club and is accountable to carry out the policy decisions made by the Board of Directors. The Recreation Director is responsible to hire and manage staff responsible for child and youth care and services. The Recreation Director acts as the link between staff and the Board of Directors. It is the responsibility of both the general manager and the Board to ensure that these lines of communication are maintained.

Authority:

Governance refers to the arrangements the Board functions by, sets policies for and it oversees the operations of the organization.



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Bylaws:

Bylaws are the rules made by the Club for its democratic operating structure. Bylaws include rules that determine who can be a member, who has the right to vote, how individuals may become Board members and how meetings are conducted. The Clubs' Bylaws must be in compliance with "The Non-Profit Corporations Act" and "The Co-operatives Act".

Philosophy:

The Club has a philosophy, which is a broad statement of what is important for the Club.

Policies:

The Recreation Director, in consultation with the Board, is responsible to develop and approve a set of operational policies. The Recreation Director is responsible for ensuring the implementation of these policies.

Procedures:

Policies are implemented according to a set of procedures. The Recreation Director is responsible for determining the daily operating procedures of the club.

Maintaining the Proper Balance:

It is important to have the right balance between over managing and under managing. The Board might be over managing if:

- Board members are making the daily operating decisions.
- Lines of communication are inappropriate or ignored.
- Board members are directly supervising floor staff.
- The Club's Program Managers' advice is excluded from decision-making.

The Board might be under managing if:

- Board members are not conducting meetings on a regular basis.
- Board members are excluded from decision-making.
- Board members are not making the financial decisions.
- Board members are not receiving information regarding:
 - Staff and parent concerns
 - Investigations
 - Finances

To maintain the proper balance, the Board should follow the general decision-making rule:

- Decisions are made by whoever is held accountable for their successful implementations.
-



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Who makes what decisions?

- Statute requirements must be followed. The Board cannot make decisions that are controversial of legal requirements.
- Bylaws must be approved by the general membership and meet the requirements of applicable legislation.
- Policy decisions are made by the Board of Directors.
- Procedural decisions are made by the Program Manager.

Personal Liability:

Board members of Non-Profit Organizations are responsible for governing the affairs of the organization on behalf of its members, and to do so within the law.

Three Basic Duties:

- The Duty of Diligence:
 - To act reasonably, in good faith and with a view to the best interests of the organization and its members
- The Duty of Loyalty:
 - To place the interest of the organization first, and not use one's position as a Board member to further private interests
- The Duty of Obedience:
 - To act within the scope of other laws, rules and regulations that applies to the organization

Liability may arise when a law is broken, when a contract is breached or when an act or failure to act, causes injury or damage to another. In situations where the organization is found to be liable for some reason, a Board member who fulfills the duties listed above is not personally liable.

Financial Responsibilities:

Board members may be held responsible to pay expenses such as staff wages and payments to the Canada Revenue Agency for payroll deductions.

How to Protect Yourself:

The best protection is knowledge. Protect yourself by:

- Attending meetings
 - Reading minutes thoroughly
 - Always being aware of what is going on
 - Insisting on receiving financial statements every month
 - Reading them carefully
 - Questioning anything you don't completely understand
 - Setting up a mechanism to make sure parent and staff concerns come to the attention of the Board
 - No secrets, no surprises!
-



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- An email address needs to be accessible for all parents to express concerns and all Board members can respond

Practice due diligence and protect yourself by:

- Knowing your role
 - Exercising it to the best of your ability
- Making sure that all decisions comply with statute requirements
- Acting in the manner of a “reasonable and prudent person” when making decisions
 - Make sure you understand what you’re voting on
 - Know what the implications are
- Always acting ethically and in the best interests of the Club
- Purchasing Board liability insurance

Ethics:

Ethics is a code of moral behaviour. Board members are required to act ethically and in the best interest of the Club.

Working for the Greater Good:

As a Board member you must, put the good of the Club ahead of personal wishes for yourself. This may be especially challenging in instances such as discussing a fee increase or change to the basic program that will affect your personal life. If you have individual concerns as a parent, you should address these with the Program Manager at a separate time.

Conflict of Interest:

A conflict of interest exists if you or someone close to you could benefit from the decision being made. A conflict exists even if no benefit is actually received. As soon as a Board member is perceived to be in conflict, that person must excuse them self from discussion or voting on the issue in question. It is the duty of all Board members to protect themselves, and each other, by being alert of perceived conflict and immediately excusing the person affected from the discussion.

Confidentiality:

It is the duty of all Board members and all staff to maintain confidentiality:

- Share information only on a “need to know” basis, not on a “wish to know” or “wish to tell” basis.
 - Whenever possible, discussions and meeting minutes about particular issues should use the format “a family” rather than the (name) family”; similarly “a staff member”, “a child”, or “a parent”.
 - Whether identified by name or not, such discussions are always confidential.
 - Avoid talking about the Clubs’ concerns in the public, especially people’s names or other personal information that may identify them.
 - Board members should be provided with an “Oath of Office and Confidentiality”. Reading and signing the Oath acts as a good reminder to maintain confidentiality. Board members should be provided with a copy of the signed Oath and the original should be stored with signed minutes at the Club.
-



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Family Friendly Practices:

Quality programs are the provision of services that support both children and their families.

- The goal is to have parents feel comfortable entrusting their children in the care of the Club.
- The Clubs' policies and procedures should be reflective of a family friendly environment.
- The best advertising the Club can do is to establish a reputation for providing quality programs and services.

Finance:

The Club is a business and as a Board member, you are responsible to ensure the business is run as well as possible. The Board members have the legal responsibility to ensure that financial management is handled responsibly.

All Board Members should:

- Insist on financial statements at each monthly meeting
 - At every meeting, review and formally approve the financial statements
- Insist on an Annual Budget, and monitor the budget throughout the year
- Insist on Audited Financial Statements annually
- Read your financial statements
 - Ask questions until you are sure you understand them
 - Board members should always know how to read and understand all financial statements
 - Your auditor, bookkeeper or treasurer should be available to assist you

Human Resources:

The Board acts as the legal employer of all staff members. Board members must be aware of this responsibility and understand their role is not to manage the daily work of the staff. The Board exercises its authority by hiring and monitoring the Program Manager, who in turn hires and monitors the rest of the staff.

The Board has a duty of care towards its employees. This means staff must be treated fairly with regards to all applicable standards and legislation. The workplace must be safe and healthy. It is the Board's responsibility to ensure all staff receives adequate wages and benefits and that all training requirements are met.

The Recreation Director is the general manager of the Club. The Recreation Director's time-management and workload requirements must be adjusted accordingly, to ensure there is a balance of meeting administrative responsibilities and servicing implementation of the program. The employees are hired to plan and carry out program activities under the supervision of the Program Manager.

Community Relations:

Board members, along with staff, have a responsibility to ensure the Club has a positive reputation in the community.



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- The Board is responsible for speaking on behalf of the Club
- There should be a contingency plan to deal with the media and community. Generally, the Portfolio Councillor acts as spokesperson on behalf of the Board.

The Club should have a planned, active marketing strategy to ensure good publicity and full enrolment.

Professional Affiliations:

There are many organizations that share a commitment to quality programs. It is in good practice for the Club and staff to form partnerships with other organizations with a common goal.

Protecting Staff and Board:

The best protection from allegations of wrongdoing are “doing right” and “being seen doing right”. It is important that:

- Board members have a clear understanding and expectation of quality care.
- Board members have clear expectations for the Program Manager and staff.
- The Program Manager upholds high standards for performance of staff.
- The Program Manager ensures that all complaints and concerns are appropriately addressed.
- Staff are properly trained and supervised.
- Staff has and follow a “Best Practices Model”, and parents are aware of this.
- Parents are made aware of the policies and practices, including appropriate contacts and protocol for reporting concerns or issues.

Child Endangerment Policy:

The Club protects itself by having a “Child Endangerment Policy”. Upon hiring an employee, it is advisable to clearly state, in writing, the repercussions for any action which is harmful towards children. This may assist in protecting the organization from financial damage, in the event of a lawsuit for wrongful dismissal.

Board Meetings:

The main role of the Board of Directors is to make policy decisions for the Club. These decisions are made at monthly Board meetings. To ensure good attendance at Board meetings it is recommended to have a predetermined dates set for the meetings, such as the second Tuesday of every month. Good meeting management will enable the Board to function at its best.

Before the meeting:

- Portfolio Councillor ensures that an agenda is prepared and circulated in advance. The agenda needs to include:
 - Any items that were stated but not completed at the previous meeting
 - Reports
 - Any new business that has arose since the last meeting
 - Planning for the future
-



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- Secretary ensures that minutes of the last meeting are completed and circulated in advance of the next meeting
- Treasurer ensures monthly financial statements are prepared and circulated in advance
- Recreation Director ensures any concerns from staff or parents are included on the agenda

Meeting Format:

- The monthly Board meeting should be chaired by the President of the Club.
- Only the elected Board members vote. The Program Manager and other persons present (bookkeeper, parent, staff, etc.) are not eligible to vote.
- Quorum is the minimum number of Board members required to be present at a meeting in order to legally transact business:
 - The Bylaws of the Club states five members must be present to make quorum.
 - It is good practice to require that a majority of Board members be present.
- The best contribution every Board member can make is to come to the meeting prepared:
 - Read minutes and financial reports ahead of time
 - Ask questions
- Remember, Board members can be held personally and financially accountable for Board decisions and have the right to be properly informed and a responsibility to attend monthly Board meetings.

After the meeting:

- Follow up on action items
- Begin preparation for the next meeting

General Meetings:

General meetings are where all members are entitled to attend and participate.

Annual General Meeting:

The Club is required by “The Non-Profit Corporations Act” to hold an Annual General Meeting each year. The Annual General Meeting provides the legal and democratic direction for the operating year. The required business is to:

- Update the members on what happened during the year and set future direction
- Hear the Portfolio Councillor report
- Hear the Recreation Director report
- Establish the governance for the coming year
- Elect Board of Directors and make changes to Bylaws
- Ensure the financial well-being of the Club
- Review and accept the Audited Financial Statements
- Appoint an auditor for the coming year

Generally, only the business listed above is dealt with at the Annual General Meeting. If members wish to discuss other business:



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- They are usually required to contact the Board and provide due notice.
- The Clubs' Bylaws and policies should clarify how this can happen.

Notice of the meeting must be given to all members. "The Non-Profit Corporations Act" and the Clubs' Bylaws specify the minimum and maximum notice required.

Other General Meetings:

The Club may hold additional general meetings if information arises that parents must be made aware of.

Quorum:

Quorum is the minimum number of voting members required to be present at the meeting, in order to legally transact business. The Club's Bylaws specify what quorum is for general meetings. Quorum is five members for The Club Inc.

Decision Making Methods:

Parliamentary Procedure:

- Traditional way groups have made decisions
- Intention is to provide the majority to determine the outcome, but protect the rights of the minority to be heard
- Based on a formal process of:
 - A member making a motion for a course of action
 - Open debate for and against action
 - Determining the outcome by majority vote

Motions:

- Need to be moved, seconded, discussed and voted on
 - When voting, always ask for the "for" vote and "against" vote
- The matter is carried by the majority of votes cast
- The Club uses "Robert's Rules of Order" to regulate rules

Consensus:

- The Board talks an item through and informally come to a decision that everyone in the group can accept and support.
- Important to make sure that quieter people are heard and more talkative members do not dominate the discussion.
- Consensus has the advantage that the Board truly agree and that they take ownership of the decision and are more likely to support it wholeheartedly in the future.
- Consensus is useful when:
 - The issue is somewhat "fuzzy"- there are not two distinct sides for and against
 - Members are mostly in agreement with each other
 - The final decisions must be recorded in minutes



Saskatchewan
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MEMBERSHIP MANUAL





Membership Manual

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Core Values:

<i>Self-Reliance:</i>	Leading youth to believe in one's own capability and judgment
<i>Unique:</i>	Celebrating individuality
<i>Nurturing:</i>	Foster healthy emotional and physical development
<i>Knowledge:</i>	Raising awareness of one's own ideas
<i>Integrity:</i>	Being honest and showing strong moral principles
<i>Diverse:</i>	Acceptance of all cultural backgrounds and beliefs
<i>Sportsmanship:</i>	Promote physical activity and respect among others

Vision:

Sport, Culture and Recreation envisions Children, Youth and Families as safe and reaching their highest potential in a community environment that nurtures their spiritual, emotional, physical and intellectual well-being. Our community will be supported to take responsibility for all of its members.

Mission Statement:

The Club will promote the welfare of members and provide supervised programs. Our programs will encourage physical activity, character, self-reliance, good sportsmanship and respect among other members.

Goals:

- Children and Youth have the right to a nurturing and safe environment, so that they may reach their highest potential.
- We are committed to become leaders in the community through participation and responsibility to support our families.
- Elders have a role in supporting our Children, Youth and Families.
- Children are gifts from the Creator and deserve dignity and respect.
- We value the families input as a primary role in the development of the children, youth and family.
- We value the uniqueness and culture diversity of all community members and will treat them with respect and dignity.
- We are committed to excellence and integrity in our professional practices.
- Aboriginal culture, history and traditions have and should continue to have a role in the development of Children, Youth and Families.
- Community has a role in the development and well-being of children.

The Board of Directors oversees operations of the Club. They are composed of a President, Vice-President, Secretary, Treasurer and Directors. The Executive Director and Manager are responsible to the Board of Directors and for the day-to-day operations of the organization.



Membership Manual

Membership Classification:

The membership shall be divided into four classifications, which are defined as follows:

Youth Members:

- Any boy or girl between the ages of 5 to 12 years, grades 1 to 6, residing in the area which will be serviced by the Club.
- Shall be required to submit a membership application, which must be signed by his or her parent or legal guardian.
- Club dues for a youth membership shall be determined annually by the Board of Directors.
- Membership starts upon receipt of dues and ends on August 1 or the next date set by the Board for the Annual Membership Drive.

Adult Members:

- Any adult residing in the area to be serviced by the Club.
- Shall be parents or legal guardians of a registered youth member of the Club.
- Members who are not parents or guardians of a youth member, residing in or out of the geographical boundaries, may be appointed and must be approved by a majority vote of the Board of Directors.
- Dues for an adult member shall be decided annually by the Board of Directors.
- Each adult member shall have one vote in Club matters at any annual or special meeting of the membership.
- Membership starts upon receipt of dues and ends on August 1 or the next date set by the Board for the Annual Membership Drive.

Contributing Members:

- Annual contributing memberships shall be granted to interested adults, such as merchants, professional men/women, etc., upon receipt by the Club of a monetary contribution.
- Tangible proof of the contributor's membership shall be provided by the Club in such form as the Board of Directors may decide annually.
- The minimum monetary contribution, not less than \$100.00, required to qualify for such a membership shall be decided by the Board of Directors.
- Contributing Members have no vote in Club matters.

Honorary Members:

- Permanent honorary memberships shall be granted to those persons whose services, assistance, donations or otherwise profound interest in the welfare of the Youth of the Club justify the issuance of said membership.
 - Will not be subject to dues in the Club and will not have a vote in Club matters.
-



Membership Manual

Committees and Their Duties:

Committees act only under the authority of the Board of Directors. The President shall appoint such members of the Board of Directors and such adult members as they may deem advisable to the following standing committees:

Finance Committee:

- Shall recommend for approval all expenditures of the Club
- Shall submit an annual budget
- Shall audit the Treasurer, as required
- Shall assist the Treasurer in all financial matters, making recommendations on financial matters to the Board of Directors of the Club
- Shall require that all budgets be submitted in writing to the Board of Directors for approval

Publicity Committee:

- Shall initiate and carry out an extensive and consistent publicity to acquaint all citizens and organizations in the area with the activities of the Club.

Fundraising Committee:

- Shall recommend, for approval of the Board, the plans for various fundraising activities.
- A different member of this Committee or the Board shall have primary responsibility for each particular activity.

Facilities Committee:

- Shall secure permits for fields, gyms, and meeting places.

Hours of Operation:

Programming is offered at most sites from 7:30 a.m. – 8:45 a.m., every school day morning and school dismissal to 5:30 p.m., and every school day afternoon. This programming takes place at the schools that offer the programs. Members of the Club are also eligible for the programming offered on Professional Development Days, weeklong camps over school breaks and summer holidays.

Non School Day:

The before and after school program runs only on days students are in class. The first day the program will start will be the first full day of school and the last day of the program will be the last full day of the school year. The before and after school program sites will be closed on all non-school days, including Teacher Professional Development Days and the following:

- Thanksgiving Day
 - Remembrance Day
 - Good Friday
-



Membership Manual

- Victoria Day
- Labour Day
- Family Day
- Christmas Day
- Boxing Day
- New Year's Day

You may choose to enrol your child into "Day Camp" programs offered by Sun Country Kids Club. Space is limited for this program you **must** pre-register your child for this program. "Day Camp" is a separate program, offered by Sun Country Kids Club.

Nutrition/Snacks:

Programs do not provide snacks. Children are encouraged to bring a nutritious snack for breakfast in the mornings, or for after school. **Snacks must be nut free.** Children must bring bag lunches on in-service days and on school holidays.

Toys from Home:

Ask that parents not allow their children to bring their own toys to any program of Club. If a child does bring a toy from home to the program, they will be required to put it away until they are picked up. The Club is not responsible for damage to the children's property or for lost articles.

Arrival and Departure:

Parents and children may **not** arrive before the designated time your center opens. Children must be accompanied into the center and signed in by a parent, guardian or adult over the age of 18, unless other arrangements have been made with the staff and approval is given in writing from the Program Manager.

- Once a child is signed in, the child is the responsibility of the Club.
- Once a child is signed out by the parent, the child is no longer the responsibility of the Club.
- If your children are not well enough to participate in the program activities, they should be at home.
- If your children became ill while attending a program, the parent/guardian will be contacted and be expected to pick up the child as soon as possible.
 - If we cannot contact the parent/guardian, we will contact the person indicated as the emergency alternative.
- If your child has a communicable disease, Public Health Regulations must be followed regarding incubation and/or isolation and a doctor's note may be required upon returning to the center.
 - notice of contagious disease will be posted at the program site

Withdrawal Policy:

The Club requires one month's written notice in advance of withdrawal from our programs during the year. If notice is not given, the month's fees will be charged. Only the Program Manager of the Club will make exceptions to this policy.

Dismissal Policy:

The following circumstances will warrant termination of expulsion from the programs offered by the Club:



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- Assault or threat of assault by parents/guardian will result in immediate expulsion
- Non-payment of fees
- Non-compliance with the policies and procedures of the Club
- Parent's use of abusive language or any inappropriate behavior towards others
- Any destructive, violent behavior by a child that is harmful to other children or staff
- Consistent lateness in picking up a child
- Challenges due to undisclosed special needs

Health Guidelines:

Fever:

- Whenever a child's temperature reaches 38.5 °C (101 °F) and they display any other symptoms, such as:
 - Hot dry skin
 - Excessive perspiration
 - Unusual breathing
 - Symptoms of a cold
 - Poor appetite
 - Ear pain
 - Vomiting or changes in bowel movementsYou will be requested to pick up your child immediately.

Diarrhea:

- Your child may need to be picked up after the second incident in one day.

Vomiting:

- Your child may need to be picked up, depending on the severity.

Strep Throat:

- Your child can return to the programs after 24 hours of medication.

Contagious Skin Rash:

- Your child's rash must be diagnosed by a physician and treatment started before the child may return.

Head Lice:

- You will be notified and treatment must be applied before the child may return to the program.

Warts/Open Sores:

- If the program includes swimming, children may be prohibited from entering the pool. The Head Lifeguard has complete authority in ensuring public swim guidelines are met.
-



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Conjunctivitis/Pink Eye:

- Your child will need to be picked up and will not be admitted until they feel well enough to participate in activities.

Outdoor Play:

The Club provides opportunities for outdoor play, unless wind-chill factors exceed -25°C , or if there are other forms of inclement weather. We ask that families dress their children according to existing weather conditions.

The following is recommended:

- Spring (wet day): splash pants, jacket, rubber boots, hat and raincoat
- Summer (hot day): shorts and t-shirt, hat running shoes, sun screen and insect repellent
- Summer (cool day): pants and t-shirts, running shoes, hat and jacket
- Winter: jacket, ski pants, toque, warm boots, mitts

Please make sure to label all of your children's belongings.

Transportation Policy:

Children may be taken on excursions throughout the year. Various modes of transportation may be used. Buses may be rented or the children will walk. Parents will be notified 24 hours in advance and must sign a release form for specific excursions that require transportation by bus. Except in the case of medical emergencies not requiring an ambulance, employees Club are **not permitted** to transport children in their vehicles.

Fees:

The fees for the program are based on full time enrolment. If there are openings for part time care, it may be offered. All participants **must** be a member of the Club. Fee structure is as follows:

Payment Notification Fees:

If your child is scheduled into a program and you do not need services for that day, you must call and cancel before your child's scheduled time. If any child does not arrive at the program, staff will contact a parent/guardian. As this process is time consuming and takes the staff away from the group, it reduces the safety of the program. Failure to notify a cancellation will result in a \$20.00 charge.

NSF payments:

You will be notified by letter with the amount and date of your NSF payment. You will need to repay these fees, in addition to a \$20.00 NSF fee within 2 weeks. Failure to do so will result in withdrawal of childcare services. Once all outstanding accounts are paid in full, your child may be placed back onto the wait list. Your child will not have priority over new members.

Tax Receipts:

A receipt will be issued upon payment. This receipt will include a GST number and is valid for tax purposes.



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If you have misplaced a receipt for any one month, contact the Program Manager and a duplicate receipt will be re-issued for a \$10.00 charge.

Policies and Guiding Principles

Account Receivable Collection Policy:

Policy Statement:

- To ensure all accounts receivable are collected in a timely manner
- To ensure all clients are treated fairly throughout the collection process

Guiding Principles:

- Clients will pay all fees on the first of the month before services are provided.
- Parents with casual contracts will pay on the 30/31 of each month.
- This policy applies to all parents with children attending all services provided by the Club, with no exceptions.

Membership Policy:

Policy Statement:

- Membership requires completion of registration and waiver forms, as well as yearly registration fees.

Guiding Principles:

- Children and Youth attending the before and after school programs and School's Out Day Camps are members of the Club.
- Families may register for this program throughout the school year.
- Unregistered children are not permitted to use our program.

Ethical Conduct Policy:

Policy Statement:

- Staff, volunteers and students will understand and practice ethical conduct when dealing with clients, colleagues and the community at large.

Guiding Principles:

- The Club will ensure that staff, volunteers and students will use, with integrity, our knowledge, experience and skills in the best interest of persons served.
- All staff, volunteers and students will act in ways to promote the dignity and values of the persons served and to protect the client's fundamental rights.

Volunteers and Practicum Students Policy:

Policy Statement:

- Appropriately screened, trained and supervised volunteers and students may be involved in the provision of direct and support services.
-



Membership Manual

Guiding Principles:

- The Director of Programs will screen all students and volunteers and place them in appropriate programs.

Medication Policy:

Policy Statement:

- Staff, volunteers and students will not administer medication to participants.

Guiding Principles:

- The Club will not be responsible for any type of medication.
- Staff, volunteers and students will not be responsible for making sure the participants in the program take their medication.

Exceptions:

- Inhalers and EpiPens

Release of Children and Youth Policy:

Policy Statement:

- The children in the Club will be released to only those names on their registration form.

Guiding Principles:

- The Club requires prior notice if someone else will be picking up the children in the program.
- If arrangements have not been made previously, the parents must be contacted before the children are allowed to leave.

All staff and volunteers will check identification to make sure that the person picking up the child is verified. If at the end of the program, a parent does not arrive to pick up their child or children:

- Try to contact the parents as per contact card.
- Parents will be charged a \$20.00 late fee for every 15 minutes per child, or for children that they are late picking up after scheduled hours.
- Try to contact the other people who are authorized on the registration form to pick up the child
- At 5:45 p.m., if the parents cannot be contacted, a Program Manager will be contacted.
- After 5:45 p.m., the late fee increases to \$25.00 per 15 minutes per child.
- At 6:15 p.m., Social Services will be called and will assume custody of the child or children.

Children will not be dismissed from the morning program until the school has supervision in place.

Privacy and Confidentiality Policy:

Policy Statement:

- The Club will protect the privacy and maintain the confidentiality of its employees and members.
-



Membership Manual

Guiding Principles:

- Club Privacy and Confidentiality Policy exists in order to:
 - Support policy formation and managerial decision making.
 - Improve client services, support consistency, continuity and productivity in operations.

- Protect the interests of the organization and the rights of client, the public and employees.
- Provide protections and support litigation, including management of risk.
- Facilitate research and development activities.
- Enable the organization to meet legislative and regulatory requirements.

Accidents or Incidents Policy:

Policy Statement:

- All staff, volunteers and students will follow procedure and fill out accident or incident reports when necessary.

Guiding Principles:

- Non-emergency guidelines:
 - If the injury does not require emergency treatment, the child will be treated by the staff, who will
 - Utilize the first aid kit
 - Fill out an accident form
 - Advise parents/guardians of accident
 - All witnesses to an accident must fill out corresponding form.
 - Report forms must be handed in to the Program Manager and/or the Assistant Program Manager within 24 hours of the accident.

Child Abuse Policy:

Policy Statement:

- All staff and volunteers will fully comply with the requirements of The Child and Family Services Act.

Guiding Principles:

- The Club does not condone child abuse of any form.
 - All staff will make every reasonable effort to avoid situations where they may be open to allegations of abusing the children and youth in their care.
 - All staff will take any comment or behavior of children and youth that may indicate abuse seriously.
 - If abuse is suspected, the situation has to be reported to the:
 - Program Manager and Assistant Program Manager
 - The Department of Social Services, if the suspected abuser is a family member
 - The Police Department, if the suspected abuser is not a family member
 - The Program Manager and/or Assistant Program Manager will support all employees throughout the entire process.
 - A written report will be submitted to the Program Manager and/or Assistant Program Manager.
 - This report will need to be handled within 48 hours.
-



Membership Manual

Harassment and Anti-Bullying Policy:

Policy Statement:

- The Club will strive to provide an environment that is free from harassment and bullying.

Guiding Principles:

- The Club values an environment that promotes equality and respect, and is committed to responding quickly and appropriately to all reported incidents.

Definitions:

- Harassment:
 - Any improper conduct by an individual that is directed at and offensive to another person or persons in the workplace and that the individual knows or ought reasonably to have known, would cause offence or harm.
 - Comprises of an objectionable act, comment or display that demeans, belittles or causes personal humiliation or embarrassment, and any act of intimidation or threat.
 - Includes harassment within the meaning of the Canadian Human Rights Act.
- Bullying:
 - A repeated pattern of unprovoked, aggressive behaviors by a person or group that are carried out to harm or control another person.
 - Bullying may make a recipient feel upset, threatened, humiliated or vulnerable, which undermines their self-confidence and which may cause them to suffer stress and can lead to feelings of isolation, insecurity and terror in the victim.
 - Bullying can be physical, verbal and/or emotional.
 - Documentation on a non-critical incident should be reported to the Program Manager.

Behavior Management Policy:

Policy Statement:

- The Club will have a uniform model of behavior management in order to ensure safe environment.

Guiding Principles:

- Client safety is a priority whenever accessing services and programs.
- The Club desires to provide a safe and caring environment.
- Usage of methods of behavior management or discipline, while protecting the dignity and well-being of the client.

Procedures:

- The Club prohibits the use of the following for any individual's behavior:
 - Corporal punishment
 - Mechanical restraints
 - Group punishment
-



Membership Manual

- Intentionally harmful or abusive practices
- The following steps will be adhered to in the event of misbehavior:
 - Verbal warning.
 - Articulate an acceptable behavior and the consequences
 - Redirection
 - Logical consequences
 - o Time outs are not prohibited in any programs
- After 3 interventions for inappropriate behavior or threatening to self or others, services may be discontinued for that session or outing.
- A parent or guardian must be contacted so they can make alternate arrangements for the child.
 - If there is no answer when parent is called, staff is to leave a message and proceed with calling emergency contact. Behavior will be documented by staff and witnesses.
- If a child leaves without permission, staff will make attempts to advise parents and emergency contacts.
 - Requires documentation on a non-critical incident form and informing of supervisor.

Critical Incident Policy:

Policy Statement:

- Organization staff must respond immediately to all critical incidents, in order to preserve the personal safety of the children.
- All critical incidents will be reported within 24 hours of occurrence.

Guiding Principles:

- Critical incidents will be responded to in a manner that protects the safety and well-being of the organization's children, youth, families, staff and volunteers.
- Appropriate levels of management will be contacted to provide consultation and direction where necessary.
- A spokesperson, knowledgeable about the organization and its activities, will be delegated to represent the organization to the media.

Procedures:

A critical incident is defined as when:

- A child's parent or guardians, staff member, volunteer or community member makes an allegation of abuse.
 - An injury or illness occurs that results in medical attention, while participating in any program or service delivered by the Club.
 - A parent or guardian must be informed immediately.
 - An incident report form must be filled out by all witnesses, as well as staff, immediately following the incident and submitted to the Program Manager.
-



Membership Manual

- This report must be placed on the client file and any other relevant file.

Non-Critical incident Policy:

Policy Statement:

- Non-critical incidents will be reported by filling out an accident or incident report and handing them into the program manager within 24 hours.

Guiding Principles:

- Non-critical incidents will be responded to in a manner that protects the safety and well-being of all the organization's children, youth, families, volunteers and staff.
- Relevant staff, parents and caregivers have a right to be informed of the behaviors of their children and be a participant in problem solving.

Field trip Policy:

Policy Statement:

- The Club will ensure the safety of all participants during field trips.

Guiding Principles:

- The Club staff will follow procedures to ensure the safety of all participants.

Procedures:

- Prior to any field trip, the following must be submitted and approved by the Program Manager:
 - Location of event
 - Time and date of event
 - Supervising staff
- Each participant must have a signed waiver of liability.
- A participant list and itinerary must be left with the Club office, with all of the above mentioned information.
 - If staff /client ratio exceeds 1:10, the Program Manager must approve the field trip.
- Staff must have access to:
 - A list of participants, including contact names, relevant medical information and emergency contact numbers
 - First aid kit
 - Landline or cell phone
 - At least one staff member must be certified in First Aid

Severe Weather and Natural Emergencies Policy:

Policy Statement:

- The Club will respond appropriately in all events of severe weather (tornado, heavy snowfall, flood or lightning storm).
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Membership Manual

Guiding Principles:

- In the event that severe weather conditions threaten to disrupt programs and/or administrative office schedules, the primary concern will be the safety and welfare of the program participants, volunteers and staff.



Saskatchewan
Parks and Recreation
Association

STAFF MANUAL





Staff Manual

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Staff Manual

Welcome to the Club!

We are excited to have you as a member of our team. All employees are entitled to a copy of a Job Description, Staff Manual and Policy Manual. After reading the manuals, please bring any questions or concerns forward to the Program Director. Staff will acknowledge full understanding of the policies of the Club by signing the Agreement Form.

Job Requirements:

- Staff are responsible to ensure current First Aid and CPR
- A current Criminal Record Check
- Staff must attend workshops and training provided by the Club

Probation Period:

- An employee will not be considered permanent until completion of a probationary period, of three (3) months.
- The probation period may be extended to six (6) months, if an employee's performance warrants extended assessment.
- Unsatisfactory performance during the probation period is grounds for termination of employment, without notice.
- Upon completion of the probation period, the Director will appoint the employee to permanent staff.

Discipline:

- Disciplinary action is to motivate employees to accept rules and standards of conduct which are needed to achieve the goals of the Club.
- Disciplinary action is not intended as punishment. The intention is to have positive results.

Staff Dismissal:

- In accordance with the Saskatchewan Labour Standards Act.

Communication Policy:

Policy Statement:

- All staff, student and volunteers will use appropriate means of communication contacting Manager(s).

Guiding Principles:

- In non-emergency situations an email is an accepted means of communication.
 - In the following situations, you must contact the Manager(s) by phone:
 - Calling in sick or late
 - Resigning your position
 - Making sure that a message was received
 - Emergency accident or incidents
-



Staff Manual

- If you cannot reach the Manager(s) at the office, staff must contact Manager(s) on their cell phones.
- Staff will keep trying to contact the Manager(s) until they reach them
- It is acceptable to leave a message on the cell phones, but if you have not received a call back with one (1) hour, staff must keep trying to contact all Manager(s).

Dress Code Policy:

Policy Statement:

- All staff, students and volunteers will dress in an appropriate way that is acceptable to the Club, the school and parents.

Guiding Principles:

- Staff will not wear any article of clothing which may be considered:
 - Derogatory
 - Demeaning
 - Obscene
 - Unhealthy lifestyle choices (beer ads)
- Staff will not wear clothing that shows cleavage. Skirts and shorts must be below mid-thigh.
- Clothing must also be clean and in good repair

Volunteers and Practicum Students Policy:

Policy Statement:

- Appropriately screened, trained and supervised volunteers and students may be involved in the provision of direct and support services.

Guiding Principles:

- The Director of Programs will screen all students and volunteers and place them in appropriate programs

Request for Time off Policy:

Policy Statement:

- Any employee requesting time off must submit a requisition for time off form to their supervisor in order to receive approval.

Obtaining Approval:

- An employee may request time away from work, such as lieu time, training days, vacation time or unpaid time by submitting a "Requisition for Time Off" form to the Program Manager and/or Assistant Manager.
 - The Managers(s) must confirm the availability of lieu hours, personal hours, etc., and sign the request.
 - The employee and supervisor must analyze the impact on service delivery before approval or denial of time off.
-



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- If the request is greater than three (3) days, the request must be submitted at least two (2) weeks in advance of the requested time off.
- Exceptions may be made for sickness/injury, funeral or family emergency.

Criteria for Non-Approval

- If the employee requesting time off has no accrued lieu time or personal days of vacation time, the request will be denied.
- The following circumstances may be taken into consideration, however the time off will be with no pay:
 - Sickness/Injury
 - Funeral
 - Family Emergences
 - Job Duties

Ethical Conduct Policy:

Policy Statement:

- Staff, volunteers and students will understand and practice ethical conduct when dealing with clients, colleague and the community at large.

Guiding Principles:

- The Club will ensure that staff, volunteers and students will use, with integrity, knowledge, experience and skills in interest of all persons served.
- All staff, volunteers and students will act in ways to promote the dignity and values of the persons served and to protect the client's fundamental rights.

Procedures:

- In the conduct of its general business affairs and its role as a professional staffed service provider, all Club personnel will subscribe to the Principles and Ethical Standards as identified.
 - The Club expects that administrative and professional staff and consultants will abide by the Code of Ethics and Code of Conduct.
 - This is an expectation even when the staff is not a registered member of the Club. In addition:
 - The Club prohibits the favoring of its governing Board, Advisory Board, Staff and/or contracted individuals in applying for and receiving the services of the Club.
 - If services are required they must apply for the service, meet the eligibility criteria, be place on any intake or wait list and not be favored in any way.
 - If any person is found to be misusing their position or authority for personal gain, it must be reported to the President of the Board of Directors.
 - The Club prohibits the receipt of payment or other consideration for the referral of any applicant or client.
 - Governing Board Members and Staff members may not accept honoraria, except when specifically contracted to fulfill a service or duty that is outside of their job description. The duty or service must be one that:
-



Staff Manual

- They are trained to perform and possess the skill set for
 - Is not performed within another person's job description
 - Is necessary for the operations of the Club, such as training or group facilitation.
 - The Club prohibits direct referral of applications, clients and their families to any private practice, in which staff may be engaged.
 - If any person is found to have paid for a referral, or to have been paid, or to be considered for the service provision, must be reported to the Executive Board.
 - The Club prohibits staff, and its governing Board Members, from having direct or indirect financial interest in the assets, lease, business transactions or professional services of the organization.
 - Any Board Members who, individually or as part of a business or professional firm, is involved in the business transactions of current professional services of the Club, shall disclose the relationship and shall not participate in any vote taken, in respect to such transactions or services.
 - The Club will not employ staff or recruit Board Members who are related to the governing Board or staff members serving in a governing, administrative capacity.
 - Exceptions may include temporary short-term positions, summer positions, and contracted positions and/or youth positions.
 - Under no circumstance will staff be directly supervised by a relative.
 - The Club prohibits withholding service, failure to give information about availability of service, or neglect to render or complete a professional service after undertaking to do so, without reasonable cause. A decision to do so must be made collaboratively with a Program Manager.
 - The Club strictly prohibits all staff from developing or participating in any form of abuse, including sexual, physical and emotional, with or toward client.
 - Personal relationships with clients or former clients are strictly prohibited.
 - Staff will not accept a client for direct, individual contact with whom they have previously had a social relationship.
 - Clients with a pre-existing relationship with an employee are allowed to access programs or services; however, they will not receive individual services from the employee they have a relationship with.
 - These instances must be reported to the Program Manager.
 - Dual relationships
 - Relationships with clients outside work responsibilities are prohibited
 - Relationships with previous clients are prohibited
 - Relationships with previous clients once a staff member is no longer employed is at the discretion of the previous staff member
 - In order to develop resilience, mentor youth and support them in their development and growth, staff and volunteers of the Club may find themselves engaging in dual relationships, due to providing services. If this occurs the staff or volunteer must inform their supervisor immediately in order to monitor the relationship and manage any issue that may result.
 - If the Club becomes aware of any discrepancy between the Club's ethical guidelines and the Code of Ethics, every effort will be made to ensure the discrepancy is resolved
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Staff Manual

- In cases where the discrepancy is not resolved, the Code of Ethics will guide staff in making decisions

Privacy and Confidentiality Policy:

Policy Statement:

- The Club will protect the privacy and maintain the confidentiality of its employees and members.

Guiding Principles:

- The Club's "Privacy and Confidentiality Policy" exists in order to:
 - Support policy formation and managerial decision making
 - Improve client services, support consistency, continuity and productivity in operations
 - Protect the interests of the Club and the rights of client, the public and employees
 - Provide protections and support litigation, including management of risk
 - Facilitate research and development activities
 - Enable the Club to meet legislative and regulatory requirements

Procedures:

- Personal Information:
 - Any information that can be used to distinguish, identify or contact a specific individual.
 - This information can include an individual's opinions or beliefs, as well as facts about or related to the individual.
 - Example include age, marital status, address etc.
 - This also includes information that is organized by the name of an individual, symbol or other particulars that are assigned to an individual.
 - Records:
 - A document containing identifying information in any form including drawings, letters, photographs and papers that are written, photographed and stored in any manner.
 - Does not include software or any other mechanism, which produce records.
 - Transitory record:
 - A record in any media that has only temporary usefulness, is not part of or for a limited period of time for the completion of a routine action or the preparation of a record.
 - This includes, but is not limited to, telephone messages, calendars, informal notes, electronic mail, and drafts of correspondence and records.
 - Process notes are not considered transitory records and will be kept in the client's file.
 - Collection of personal information:
 - The Club will collect information for program operations and activities of the Club, and for no other purposes.
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Staff Manual

- Any collection of personal information will be used for the purpose of offering services, maintaining accountability, program purposes, supervision, and continuity of service.
- The individual and or their legal guardian, when possible, will consent to information being collected.
- Documentation must:
 - Be factual.
 - Be objective, reflecting a high degree of professional judgment.
 - Avoid unrelated, non-relevant information
 - Collect information necessary to provide appropriate services
 - State client opinions, if different from the employee or service provider.
 - Be kept for at least one year after use; the decision to destroy records must be approved by the Program Director.
 - Be decreased if the Club and individual mutually agree.
 - Identify dates and persons, as clearly as possible.
 - Include only information that is necessary to provide services to the client.
 - Avoid duplication of record.

Use of personal information:

- Employees, Service providers and Volunteers:
 - Employee, service providers and volunteer information cannot be used for the purpose other than intended.
 - The Club can give reference information to any prospective employer only if the employee, service provider and volunteer consents and can only disclose information that has been specifically consented to being disclosed, as per a completed “Reference Permission” form.
 - Clients:
 - Personal information is to be used only for indented purposes.
 - Staff must obtain consent for any new purposes, such as sharing information.
 - Client information or communication may be shared within the Club, only with staff involved with a particular client.
 - Client information to be obtained or released shall be directly related to delivery services, determination of needs or a mutually defined purpose as agreed upon by the client (or guardian) and the service provider.
 - All employees, volunteers and contract workers will preserve confidentiality with respects to any identifying information of any persons.
 - Do not include other clients, friends, or family members in any services provided, without the consent of the client.
 - If there are individuals present, their presence must have a direct relationship to the client achieving their goal(s).
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Staff Manual

- If a client has not consented to release information, client information or records will not be released unless subpoenaed, the client poses harm to him/her or others, or there are child protection concerns.
- Staff shall testify in court in regards to client information only if he or she is subpoenaed.

Expectations:

- Contacting emergency services for the safety of an employee, service provider, volunteer or client will not constitute a breach of confidentiality.
- Where the employee, service provider, volunteer or client is known to be:
 - Engaging in activities where they are a threat to themselves or another individual
 - Abusing, neglecting or putting a child at risk
 - Staff shall document concerns and report the activities to the appropriate organization (RCMP, Child and Family Services, etc.)
- If the Privacy Commissioner requests information, a release of information is not needed and the Club must comply with the request.

Child Abuse Policy:

Policy Statement:

- All staff and volunteers will fully comply with the requirements of The Child and Family Services Act.

Guiding Principles:

- The Club does not condone child abuse of any form.
- All staff will make every reasonable effort to avoid situations where they may be open to allegations of abusing the children and youth in their care.
- All staff will take any comment or behavior of children and youth that may indicate abuse seriously.
- If abuse is suspected, the situation has to be reported to:
 - The Program Manager and/or Assistant Program Manager
 - The Department of Social Services if the suspected abuser is a family member
 - The Police Department if the suspected abuser is not a family member
- The Program Manager and/or Assistant Manager will support all employees throughout the whole process.
- A written report will be submitted to the Program Manager and/or Assistant Program Manager. This report will need to be handed in before 48 hours has passed.

What to do if a child discloses to you:

- Do not probe for details.
 - Listen and record it as soon as possible, in the child's own words.
 - Be supportive and let the child know it is okay to tell someone.
-



Staff Manual

Suggestions for talking to a child about abuse:

- Find a private, quiet space to listen

- Comfort and offer support to the child
- Try to be calm and relaxed
- Tell them they are brave for speaking up
- Answer the child's questions as simply and honestly as possible
- Write down in the child's words as much as possible
- Do not:
 - Interrupt the child's story
 - Criticize or demean the alleged perpetrators
 - Promise to keep disclose secret
 - Show horror, shock or disgust
 - Provide judgment
 - Conduct your own investigation

What to do if abuse disclosed by a third party:

- Encourage the person to report the information to Child and Family Services immediately and inform them they are required to do so by law.

Cell Phone and Electronic Devices Usage Policy:

Policy Statement:

- The Club **does not allow cell phone use** during our programs.
- All the Club staff and volunteers will be prohibited to use their cell phones from the time their shift starts until the time their shift ends.

Guiding Principles:

- The Club strives to provide a safe and caring environment.
- We will provide services to the best of our ability.
- Program Leaders must understand that if they are on their cell phone during work, they are not properly ensuring the safety of the children.

Procedures:

- If staff or volunteers are using their cell phone, tell them it is not acceptable in our programs. Call the Manager and/or Assistant Manager; let them know this is occurring.
 - If the Director becomes aware that you have used your cell phone during working hours, you will be given a verbal and/or written warning.
 - After 3 warnings your position may be terminated.
 - The **only** exception is if an emergency arises; if you do not have access to a landline phone you may use your cell phone. Examples:
 - Injuries
-



Staff Manual

- An illness
- Behavioral issues
- If this happens you need to phone your manager immediately and let them know the reason you are breaking policy.
- Program leaders can use phones for work purposes **only**.
 - If caught **texting** or on personal calls you will receive a written warning.



Saskatchewan
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OATH OF OFFICE AND CONFIDENTIALITY



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Oath of Office and Confidentiality

Oath of Office and Confidentiality

Respect for confidentiality is the cornerstone of trust and confidence, as well as a legislature obligation. Board members must, at all times, respect the confidentiality of client names and/or circumstances that might identify clients. Similarly, all matters dealt with by the Board during meetings and matters related to the hereinafter referred “the Club”, must be held in strictest confidence. Confidentiality means Directors may not relate such matters to anyone, including immediate family members. The duty of confidentiality continues indefinitely after a Director has left the Board. Board members shall agree to an ‘Oath of Office and Confidentiality’ upon joining the Board of Directors.

Code of Conduct

Board members are expected to comply with the prescribed ‘Code of Conduct’ that encourages the development of a spirit of collective decision making, shared objectives and shared ownership of, and respect for, Board decisions.

Conflict of Interest Policy

Members of the Board of Directors shall act at all times in the best interests of the Club, rather than particular interests or constituencies. This means setting aside personal self-interest and performing duties in transaction of the affairs of the Club in such a manner that promotes public confidence and trust in the integrity, objectivity and impartiality of the Board. Members of the Board shall serve without remuneration. However, a Director may be paid for his/her expenses incurred on behalf of the corporation as a Director. No Director shall directly or indirectly receive and profit for their position as such, provided that Directors may be paid reasonable expenses incurred by them in the performance of their duties. The pecuniary interests of immediate family members of close persons or business associates of a Director are, considered to also be the pecuniary interests of the Director.

Definition of Conflict of Interest:

- Board members are considered to be in a ‘Conflict of Interest’ whenever they, or members of their family, business partners or close personal friends, may personally benefit, either directly or indirectly, financially or otherwise, from their position on the Board.
- A Conflict of Interest may be ‘real’, ‘potential’ or ‘perceived’ and the same duty to disclose applies to each.
- Full disclosure in itself does not remove a Conflict of Interest.

Principles for Dealing with Conflict of Interest:

- The Board member must openly disclose a potential, real or perceived Conflict of Interest as soon as the issue arises, and before the Board or its Committees deal with the matter.
 - If the Board member is not certain he/she is in a conflict of interest position, the matter may be brought before the Board for advice and guidance.
 - If there is any question or doubt about the existence of a real or perceived conflict, the Board will determine by vote if a conflict exists. The person potentially in conflict shall be absent from the discussion and voting process.
-



Oath of Office and Confidentiality

- It is the responsibility of the other Board members, who are aware of a real, potential or perceived conflict of interest on the part of a fellow Board member, to raise the issue for clarification first with the Board member and, if still unresolved, with the members of the Board.
- The Board member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting in the matter and, unless otherwise decided by the Board, must leave the meeting room for the duration of any discussion or vote.
- The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting. The time the person left and returned to the meeting shall also be recorded.

Examples of Conflict of Interest On The Part of a Board Member:

- Any circumstance that may result in a personal financial benefit to a Director or his/her family, business associate, or friend.
 - This includes, but is not limited to, accepting any payment for services rendered to the Club, including contracted work or honoraria, accessing financial or other resources for personal use (i.e. transportation, training costs, supplies, equipment, etc.).
- Personal interests that conflict with the interest of clients, or are otherwise adverse to the interests of the Club.
- Seeking, accepting or receiving any personal benefit from a supplier vendor, or any individual or organization doing or seeking business with the Club.
- Being a member of the Board or staff of another organization that might have material interests that conflict with the interests of the Club or its clients, whereas dealing with matters on one Board might materially affect the other Board.
- Any involvement in hiring, supervising, evaluating, promoting, remuneration or firing of a family member, business associate or friend of the Director.
- Individuals, who serve as Directors on the same Board with members of their family, or those whom they have direct business or personal relationship, will be subjected to an immediate perception of interest.

Disposition of Complaints and Disputes Involving Directors:

- The Board, in a meeting duly called for the purpose, shall review any complaints that a Director has violated any provision of the Club's bylaws, policies, "Code of Conduct" or "Oath of Office and Confidentiality" agreement.
 - The Board shall similarly review disputes between members that interfere with the ability of the Board to carry on its business.
 - Complaints of a grave nature may be referred to an independent arbitrator.
 - Allegations of illegal activity shall be immediately referred to the police, Social Services or other appropriate authorities for investigation.
 - Directors who are subject to allegations shall take a leave of absence from the Board, pending completion of the investigation.
 - Review of such complaints or disputes shall include an opportunity for the members concerned to present their positions.
 - Board members who originate, or are the subject of such complaints or disputes, must declare their conflict and absent themselves from such meetings.
-



Oath of Office and Confidentiality

- Every attempt should be made to resolve such matters expeditiously and fairly.
 - Recommendations regarding resolutions shall be brought to the Board for approval.
 - The ruling of the Board shall be final.
 - Should the member refuse to abide by the rulings, the Board may table the matter pending determination of disciplinary action.
 - Such action may include formal or informal censure, suspension or a request for the member's resignation.
-



Oath of Office and Confidentiality

Oath of Office and Confidentiality

I, _____, a Director of the Club, declare that in carrying out my duties as a Director, I will:

1. Fulfill my responsibilities in good faith and in the best interests of the Club.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support the Club's bylaws, policies, "Code of Conduct", and decisions of the Board and membership.
4. Keep confidential all information that I learn about the Club, clients, staff, Board members, students and volunteers.
5. Conduct myself in a spirit of collegiality and respect for the decision of the Board and subordinate my personal interests to the best interests of the Club.
6. Immediately declare any personal conflict of interest that may come to my attention.
7. Immediately resign my position as Director of the Club, in the event that I, or my colleagues on the Board, have concluded that I have breached my "Oath of Office".

Name: _____
(Please print)

Signature: _____ Dated: _____



Saskatchewan
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BYLAW TEMPLATE



Saskatchewan
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Bylaw Template

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Bylaw Template

Bylaw template

Name:

Example:

The name of this organization shall be _____

_____ hereinafter referred to as _____

Objective of the Club:

The Club shall operate to promote the health and wellness of Band members by facilitating access to recreation and sporting activities. The focus of the Club is to provide a wide range of recreation and sporting activities that will integrate traditional values to enhance the physical, spiritual, emotional and mental well-being, which will provide a safe and meaningful environment for members.

Members:

Classifications:

The membership shall be divided into four classifications, which are defined as follows:

Youth Member:

- Any boy or girl between the ages of five to 12 years, grades 1 to 6, residing in the area which will be serviced by the Club.

Adult Member:

- Any adult residing in the area to be serviced by the Club. Members shall hold one (1) vote during the Annual Meeting.

Contributing Members:

- Memberships shall be granted to interested adults, such as merchants, professional men/women, etc., upon receipt of a monetary contribution.
 - Tangible proof of the contributor's Membership shall be provided by the Club, in such form as Board of Directors may decide annually.
 - The minimum monetary contribution, of not less than \$100.00, that is required to qualify for such a membership shall be decided by the Board of Directors.
 - Contributing members have no vote in Club matters.
-



Bylaw Template

Honorary Member:

- Shall be granted to those persons whose services, assistance, donations or otherwise profound interest in the welfare of the youth of the Club justify the issuance of said membership.
- Will not be subject to dues in the Club and will not have a vote in Club matters.

Eligibility for Membership:

Youth members shall be required to submit a membership application, which must be signed by their parent or legal guardian. Club dues for a youth membership shall be determined annually by the Board of Directors. Membership commences upon receipt of dues and ends on _____, as set by the Board for the Annual Membership Drive.

Dues or Fees:

Youth membership shall be \$_____, to be paid at the Annual General Meeting.

Adult membership shall be \$_____, to be paid at the Annual General Meeting.

Membership Requirements:

The selection process shall be determined by one or more of the following:

- Selection at a Band Meeting.
- Through application process to the respective Board.
- Chief and Council appointment.
- Members must live on the reserve and be in good standing in the community.
- Council must approve any deviation from this policy.
 - Band members selected to sit on the Board must take Board Training (sponsored by individual program) immediately after approval by the Chief and Council.

The Chief _____, or their designate, is an ex-officio member of any Board.

The Executive Board shall acknowledge the Chief and Council as the government of the_____

Officers and Executive Board Members of the Club must:

- Be active members for a minimum six (6) months.
 - Have attended one (1) general membership meeting during the previous year.
-



Bylaw Template

Officers:

The Portfolio Councillor:

- Shall act as the Chairperson, or the Program Manager should elect a designate in their absence.
- To be eligible for selection on a Board, a candidate must be:
 - A _____ member.
 - Be at least 18 years of age.
 - Be in good standing in the community.
- The Chief and Council must approve any deviation from this policy, prior to the Board posting.

Board Officers:

The Officers of the Board shall consist of:

- Eight (8) members preferably composed of both genders.
 - Portfolio Councillor
 - Alternate Portfolio
 - Councillor
 - Secretary Treasurer
 - Executive Committee: composed of the above named officers and three additional members
- Officers shall be adult members, 18 years of age or older.
- Individuals serving on the Board of Directors, any Committee or other position within the Club shall be selected without regard to that individual's race, color, religion, ethnic origin or sex.
- Officers of the Club must serve a two (2) year term on the Board, after which a member may run for election.
 - Length of tenure shall be three (3) years.
- At no time shall a Board consist of all new incoming members.
- No person shall hold more than one office at one time.

At the first meeting following the election of the _____ Council, the _____ Council shall designate one of its members to be Portfolio Councillor and one to be the alternate Portfolio Councillor.

- The alternate Portfolio Councillor will attend Board meetings, in case the Portfolio Councillor is unavailable.

Misconduct:

Misconduct in the form of:

- Chronic interference of day to day operations.
- Confidentiality.
- Conflict of interest, etc.

That is proven against a Board member on the Board will be terminated, by the Chief and Council.



Bylaw Template

Fail to Perform:

- If a Director fails to attend three (3) consecutive meetings of the Board of Directors, or otherwise fails to perform their duties:
 - The Director will be notified, in writing, of the action to declare their office vacant.
 - The Director may be given the opportunity for a hearing before the Board.
 - Prior to any vote, no delay may be given other than grievous reasons previously approved by the Portfolio Councillor.
- Any Director of the Club may be removed from office for good cause, shown by the affirmative vote of two thirds (2/3) of the Board of Directors.
 - A special meeting is to be held for that purpose.
 - A vote shall only occur after an opportunity to be heard has been provided to the individual of concern.
- Any Director of the Club may be excused from a meeting of the Board after sufficient reason is given to the Portfolio Councillor.
 - The Portfolio Councillor must be contacted by the Director prior to the meeting.
 - In place of the Portfolio Councillor, the Chairperson may permit a member to be excused.

Officer Duties:

Portfolio Councillor:

- Shall act as Chairperson.
- Shall preside at all Club meetings.
- Shall oversee all activities of the organization.
- Shall perform those duties as necessary to the office and sign all documents, contracts and agreements.

Alternate Portfolio Councillor:

- Shall assist and aid operating committees.
- In the absence of the Portfolio Councillor, the alternate Portfolio Councillor performs all duties.
- The alternate Portfolio Councillor shall preside over any Executive Board meetings.

Treasurer:

- Shall keep an accurate account of all monies received and expended for use of the Club.
 - Shall make all disbursements as directed by the Portfolio Councillor and the Executive Board.
 - All cheques drawn shall have the signature of the Treasurer and Portfolio Councillor.
 - All monies received by the Treasurer shall be deposited in a bank selected by the Executive Board.
 - Shall present a financial report to the Club at every monthly meeting.
-



Bylaw Template

- The funds, books and property on hand shall, at all times, be under the supervision of the Executive Board for inspection and control.
- Shall be bonded.
- Shall prepare papers ensuring tax exempt status of the Club, oversee the annual budget and ensure that the annual Income Tax is documentation completed in a timely fashion.
- Upon termination, all records and money shall be turned over to the incoming Treasurer.

Secretary:

- Shall notify all members of meetings.
- Conduct the correspondence of the Club.
- Keep an accurate and true record of all meetings.
- Maintain a complete copy of all Club documents.

Executive Board:

- Shall arrange programs, oversee and guide the activities and any committees of the Club.

Appointment of Committees:

- The Portfolio Councillor shall appoint committees to serve the best interests of the Club.

Board Ethics:

Members of the Board of Directors shall act at all times in the best interests of the Club, rather than particular interests or constituencies. This means:

- Setting aside personal self-interest.
- Performing duties for the Club that promote public confidence and trust in the integrity, objectivity and impartiality of the Board.
- Members of the Board shall serve without remuneration.
 - The only exception is that a Director may be reimbursed for expenses incurred on behalf of the Club or Club business.
- No Director shall directly or indirectly receive and profit from their position.
- The financial interests of immediate family members, close personal contacts or business associates of a Director are considered to be the financial interests of the Director.

Committee Duties:

Committees act only under the authority of the Board of Directors. The Portfolio Councillor shall appoint members of the Board and adult members, as they may deem advisable to the following standing committees.



Bylaw Template

Finance Committee:

- Shall recommend for approval all expenditures of the Club.
- Shall submit an annual budget.
- Shall audit the Treasurer, as necessary.
- Shall assist the Treasurer in all financial matters, making recommendations on financial matters to the Board.
- Shall require that all budgets be submitted in writing for approval by the Board.

Publicity Committee:

- Shall initiate and carry out extensive and consistent publicity to acquaint all citizens and organizations in the area with the activities of the Club.

Fundraising Committee:

- Shall recommend, for approval by the Board, plans for various fundraising activities.
- A different member of this committee, or the Board, shall have primary responsibility for each particular activity.

Facilities Committee:

- Shall secure permits for fields, gyms and meeting places.

Meetings:

- Meetings will be held on the second Tuesday of each month, unless otherwise noted.
- Members of the Executive Board must sign an Oath of Office and Confidentiality prior to attendance at the first meeting.

Order of Business shall be as follows:

1. Committee Reports
2. Old Business
3. Secretary's Report
4. Treasurer's Report
5. President's Report
6. New Business

Special Meetings:

- The Portfolio Councillor may, at their discretion, call a special meeting.
 - Any member of the Executive Board may request that the President call a meeting.
-



Bylaw Template

Quorum:

- Five (5) members of the Executive Board shall constitute a Quorum.

Right to Vote:

- Adult members have the right to vote on all matters that pertain to the general operation of the Club.

Annual Elections:

Election of officers shall be by ballot at the _____ meeting.

- In the event of a vacancy among the members of the Executive Board other than officers, the Portfolio Councillor shall appoint a member to fill that vacancy for the unexpired term.

Amendments:

Bylaws of the Club shall be amended by a vote of two thirds (2/3) of the active member present at any General Membership Meeting.

- Notice of the change must be presented at the General Membership Meeting and voted on at the following meeting.
- Bylaws can only be amended if approved by the Executive Board.

Dissolution:

Upon dissolution or disbanding of the Club, and after paying adequately to provide for its debts and obligations, the adult members of the Club in charge of its liquidation shall dispose of remaining assets in accordance with **Section 209 of The Non-Profits Corporation Act, 1995.**

Policies:

The Board shall set policies and guidelines. These policies shall be:

- Set and approved at a meeting of the Executive Board.
- Set forth at a General Membership Meeting.
- A written set of policies shall be kept by the Secretary and the Portfolio Councillor.

Policy Manual:

- All members of the Club will be presented with a Policy Manual.