



**ATLANTIC DIVISION**  
CANOEKAYAK CANADA

## **Organizational Effectiveness Committee**

### Terms of Reference

#### **ADCKC Mission**

To provide excellence in leadership, guidance and support for our members and to provide safe and fair competitive environments that will ensure the successful development of high performance athletes and lifelong paddlers.

#### **Committee Scope**

1. This committee's main focus is to recommend and execute strategy. Its main responsibility areas are:

##### ADCKC

- By-Laws
  - Policy & Procedure
  - High Level Administration
  - Leadership
  - Volunteer Resource Management
  - Strategic Planning
2. The Organizational Effectiveness Committee will consult with internal and external committees and associations to ensure the best possible decisions are recommended. External committees may include a coaches' committee, an officials' committee, an athletes' committee or a special events committee.
  3. The Organizational Effectiveness Committee may delegate to a sub-committee for any of the focus areas. A sub-committee must be chaired by a member of the Organizational Effectiveness Committee and that Chair will act as a Liaison to the Organizational Effectiveness Committee.

#### **Purpose of the Committee**

- To develop policies and procedures that are necessary for accomplishing annual goals
- To make decisions
- To ensure annual plan objectives are met
- To manage the committee budget
- To assist the ADCKC in fulfilling its mission and strategic plan
- To receive feedback and review recommendations and requests from member clubs
- Take on other projects as requested by the Board.
- To provide leadership in the area of Organizational Effectiveness
- To promote the ADCKC



**ATLANTIC DIVISION**  
CANOE/KAYAK CANADA

## **Objectives**

To meet the Mission, the committee will:

- Recommend establishment, abolishment, or modifications to existing policies and procedures
- Review annually this terms of reference and recommend any changes the committee deems necessary to the Board;
- Train new committee members on roles and responsibilities of membership on the committee;
- Conduct regular meetings;
- Develop and submit a yearly work-plan to the Board that outlines the committee's goals for the coming year and how the committee intends to achieve those goals;
- Seek the opinions and feedback from ADCKC member clubs and or coaches and stakeholders from outside the committee that are active in the Mission of the ADCKC with the aim of ensuring diversity of perspectives and assessing the impact of committee recommendation.

## **Accountability**

The Organizational Effectiveness Committee is accountable to the Board of Directors of ADCKC. It reports directly to the Board.

## **Composition**

The committee will have up to six members and shall be appointed for a one-year term. One of the committee members shall be the Chair of the committee and sit on the ADCKC Board of Directors

Each of the Organizational Effectiveness committee members referenced herein is entitled to one vote.

## **Qualifications for membership**

Committee members must be either, as appropriate:

- the Chair of their respective Committee, or their designate from within the respective committee,
- invited participant, or
- a member of an ADCKC member club.

Committee composition must be representative of the Division inviting members of all clubs to take part. No more than 2 members per individual club should sit as a member of the committee.

It is recommended that one athlete representative serve on the committee.



**ATLANTIC DIVISION**  
CANOEKAYAK CANADA

### **Advisor Status**

The committee may appoint advisors, as it sees fit, to expand the resources of the committee. Such advisors are not committee members and therefore have no voting privileges.

Advisors can provide advice, feedback, and opinion on committee deliberations and issues. Advisor status is for a one-year term and is renewed annually by the Chair, where appropriate.

### **Chair**

The Chair shall be voted as a Director of the Board by the Division members as part of the annual nomination process. The Chair will be appointed by the Board to Chair the committee. The Chair will act as a neutral facilitator and coordinator of committee activities and is entitled to vote.

### **Responsibilities of Committee Members**

Committee members are expected to:

- Participate in all discussions and votes of the committee.
- Undertake a fair share of reasonable tasks and responsibilities as is appropriate for the functioning and progress of the committee.
- Communicate and solicit feedback from their respective club members shall represent the spirit of opinion of their respective clubs in discussions.
- Make decisions in the best interest of the ADCKC and not necessarily their own personal or discipline interests.
- Declare conflicts of interest (see Conflict of Interest Reporting).
- Actively promote and support the ADCKC.

### **Protocol/Decision-Making**

In order to carry on business, at least 60% of the current membership must be at the meeting or involved in the discussion (as is the case in email discussions).

Committee members will endeavour to resolve any outstanding differences resulting from objections and strive for consensus. Consensus is reached when all committee members agree with the decision.

While consensus building is the best way to decide, voting may be appropriate where consensus cannot be reached. When a vote is required, a motion is “Carried” if at least 60% of the eligible votes are recorded as in favour. Any member who abstains from voting will be recorded as “in favour”.

In the event of an unbreakable tie vote, after all reasonable means to achieve consensus are exhausted, the committee will request that the board resolve the issue in question.



**ATLANTIC DIVISION**  
CANOEKAYAK CANADA

### **Meetings**

The timing and frequency of meetings will be at the discretion of the Chair with input from the committee but will be not less than bi-annually.

Email or other suitable electronic means will be the primary form of communication and distribution of proposals. Conference calls will be organized as necessary by the Chair.

### **Finances**

No member of the committee shall receive remuneration (exception of expense reimbursement) for participating on the committee. An annual budget for the committee will be developed by the committee and approved by the board. Any expenditure of funds necessary to the function of the committee shall be paid by National office.

### **Conflict of Interest Reporting**

All committee members shall declare at the start of a discussion, to the committee, any personal conflict of interest. This includes any situation in which he or she has competing professional or personal interests that makes it difficult to fulfill his or her duty of impartially. Even if there is no evidence of improper actions, a conflict of interest can create an appearance of impropriety that can undermine confidence in that person and the entire Paddle Canada organization.

### **Confidentiality**

Committee members shall respect the confidentiality of any confidential information or materials to which they have access. Any disclosure shall be limited to those who have a need to know. All committee members are required to use a private email account for all committee correspondence.

### **Ownership of Work**

Unless otherwise agreed in advance, all material created by members of the committee or the committee as a whole will automatically become copyrighted property of ADCKC without any remuneration or acknowledgement for the committee members.

### **Minutes and Records**

Minutes will be taken on discussions, details, results, decisions made and actions recommended by the committee. The minutes of the meeting will be circulated to committee members by email within one week of the meeting. Reports will be prepared for the Board.

The committee shall maintain suitable records of concerns, complaints, findings, recommendations, decisions and actions that shall then be accessible to committee members and the individuals to whom these records apply.

Electronic means are suitable for the maintenance of minutes and record.



**ATLANTIC DIVISION**  
CANOEKAYAK CANADA

**Approved by:** ADCKC Board of Directors,

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