

SPORT ADMINISTRATION

TABLE OF CONTENTS

INTRODUCTION.....	1
MANAGEMENT TEAM.....	3
ONTARIO RINGETTE ORGANIZATIONAL CHART	4
POSITION TERMS OF REFERENCE	5
Board of Directors.....	5
Program Chairs	5
Regional Co-ordinator	5
Community Co-ordinator.....	6
Association President.....	6
COMMUNICATION	7
Operating Manual	8
O.R.A. Contact List and Events.....	8
O.R.A. Publications	8
Communication Distribution	8
CODE OF CONDUCT.....	10
General Conduct	10
Out of Province Play.....	10
O.R.A. Sanctioned Play	10
Personal Misconduct.....	10
Travesty.....	10
MEMBER ATHLETE'S RIGHTS IN SELECTION.....	12
APPEALS AND COMPLAINTS	12
Appeal.....	13
Administrative Law	14
Appeals/Complaints Committee	17
Appeals/Complaints Procedures	19
Appeal Board	23
Fees	24
Glossary of Definitions.....	28
TRADEMARK.....	30
HEAD OFFICE	30
ADMINISTRATIVE PROCEDURES.....	31
Correspondence.....	31
Business Procedures.....	31
CONTRACT PROCEDURES	32
Contract/Legal Documents	32
Negotiations	32
VICE-PRESIDENT FINANCE & COMMITTEE PROCEDURES	32

AMENDMENTS.....	35
Amendments to the Objects	35
Amendments to the By-Laws.....	35
Amendments to Regulations	35
Amendments to the Constitution	35
Amendments to the Procedures	36
Resolutions.....	36
GLOSSARY OF DEFINITIONS.....	37
ORA HARASSMENT POLICY	39
Policy Statement	39
Definitions.....	40
Responsibility	41
Coach/Athlete Sexual Relations	42
Disciplinary Action.....	42
Confidentiality	42
Ontario Ringette Association Harassment Committee	42
Duties of the Harassment Officer	43
Addendum.....	43
Complaint Procedure	44
MANAGEMENT VOLUNTEER ORIENTATION GUIDE	50
Introduction.....	50
Roles and Responsibilities	51
Board of Directors.....	51
Director	51
Officer.....	51
Regional Director.....	51
Parent, Coach, Official or Player	51
Functions.....	52
Committees	52
Standing Committees	52
By-Laws/Regulations.....	53
Appointed Positions	54
Meetings.....	54
Financial Management.....	58
Communications	59
Administration	59
Conclusion	61
STANDING COMMITTEE ORIENTATION GUIDE	62
Introduction.....	62
Program Standing Committee Chair.....	63
Regional Program Co-ordinator.....	65
Standing Committee Duties	72
LEVELS OF AUTHORITY CHART	81
APPLICATION GUIDELINES	85
CONFIDENTIALITY OF THE BOARD OF DIRECTORS.....	88
Conflict of Interest Guidelines.....	89

BOARD OF DIRECTORS JOB DESCRIPTIONS	92
President Job Description	92
Vice-President Administration and.....	95
Vice-President Technical Job Descriptions	95
Vice-President Finance Job Description	97
Vice-President Communications Job Description	99
Regional Director/.....	102
Chair of the Charter (Region) Job Descriptions	102

1. INTRODUCTION

The Ontario Ringette Association (O.R.A.) is an incorporated organization under The Corporations Act, R.S.O. 1980 C.95 (hereinafter called the Act) and amendments thereto.

By Letters Patent, or a charter, the O.R.A. is given authority to govern the sport of Ringette within the Province of Ontario. A copy of the Letters Patent as issued to incorporate the company is included herein.

The objects for which the O.R.A. is granted Letters Patent are also set out on the third page of the Letters Patent.

The O.R.A. is a non-share corporation in that it has members, not shareholders. It should be noted on the cover page of the Letters Patent, the special provisions that apply to such a Corporation.

One major difference in a non-share corporation is that there are members instead of shareholders. An individual applies to become a member. By applying they agree to follow the By-Laws and regulations of the Corporation, or O.R.A. If O.R.A. accepts the dues and/or fees of the applicant and accepts the applicant as a member, this completes a contract with the member by agreeing to follow its own By-Laws and regulations.

It must be noted that the O.R.A., being a Part III corporation under the Act, is governed by the Act. The Corporation, in addition to having to follow its own By-Laws and regulations, must follow the Act, being a statute of the Legislature. Most sections of the Act are not included in the By-Laws or regulations of this manual; a member may obtain a copy of the governing Act from a government bookstore or from the Ministry of Consumer and Commercial Relations.

Also included, and forming the major basis of this Manual, are the seven By-Laws of the Corporation as they exist at this time. Throughout the Manual, the number and article reference to the By-Laws are given so that the member can have easy reference to the authority of each rule.

That is, the Act governs the Corporation, its Board of Directors, and its members; similarly, the By-Laws, although set by the Board of Directors and members, once set, govern the Board of Directors, and the members. Under the rules and powers granted the directors, members and others in the By-Laws, Regulations have been formulated. The Regulations are administrative in nature, being set by the Board of Directors and in fact being the resolutions approved by the Board of Directors. At a Board of Directors' Meeting, various committees or members present business to the Board. When the Board acts, it does so by proposing a motion or resolution. Once the resolution is approved, it is then a rule or Regulation of the Corporation.

On occasion, this Manual is referred to as the "Constitution" of O.R.A. That is generally true, since a constitution is the Letters Patent, the By-Laws, and the Regulations of a Corporation. As well, there is a specific procedure, which has to be followed to change any component of the constitution, and each component of the Letters, the By-Laws, or the Regulations, requires a different procedure. Each component is set out in greater detail in the Manual.

It is the hope of the Board of Directors that the Operating Manual, in addition to assisting you, will be a readily available reference for any member to fully understand the parameters under which each member, director, officer, or other person is working or acting within the Corporation. If everyone knows the rules, then the sport is more enjoyable.

The sport of Ringette, through its constitution, is organized and administered by a Management Team of Volunteers and Professional Staff. The Management Team is updated yearly as position terms are completed and positions are filled with new Volunteers.

2. **MANAGEMENT TEAM**

Executive Committee

President
Immediate Past President
Vice-President Administration
Vice-President Communications
Vice-President Finance
Vice-President Technical

Regional Directors

Central
Eastern
Northeastern
Northwestern
Southern
Western

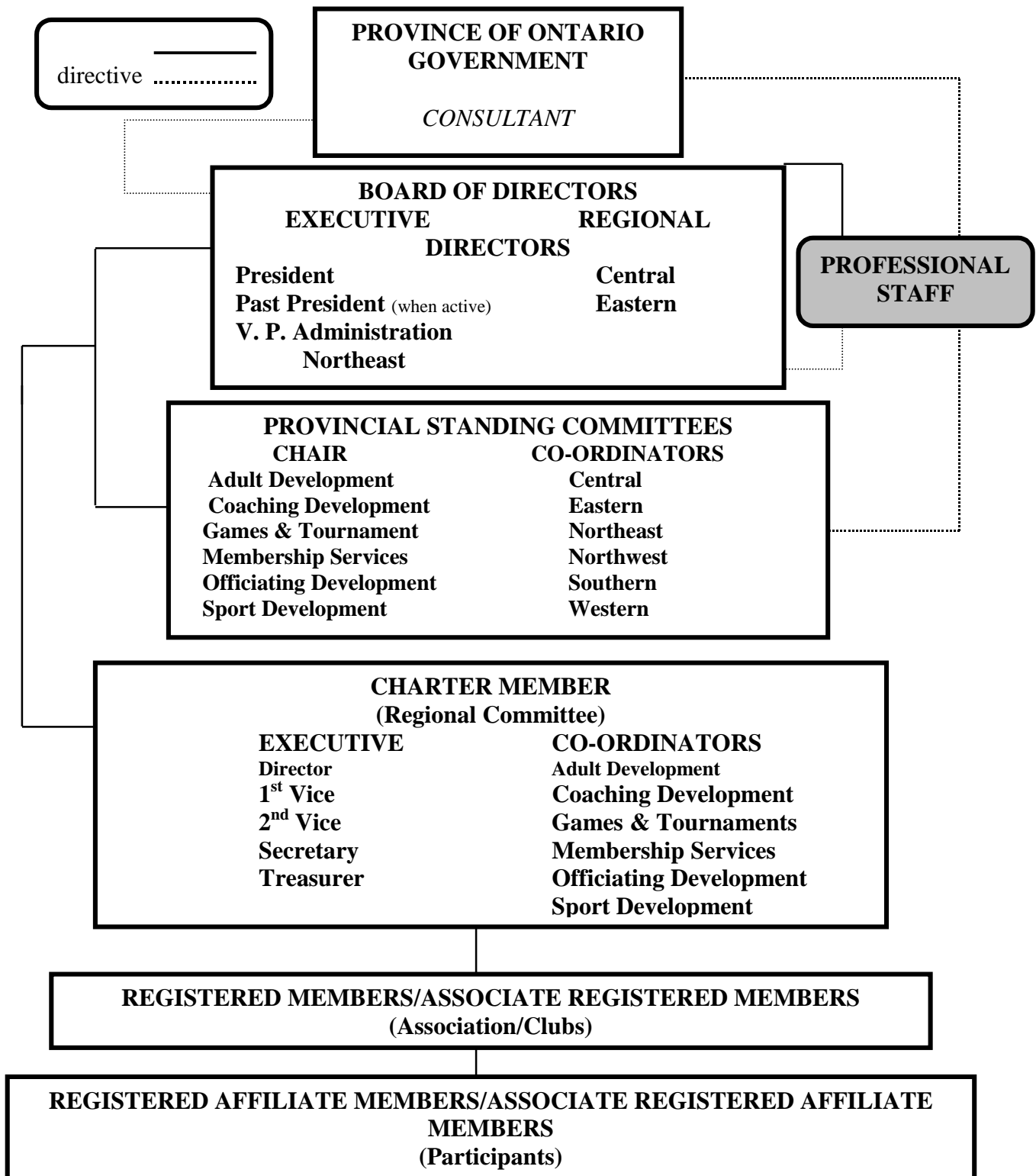
Program Chairs

Adult Development
Coaching Development
Games and Tournaments
Membership Services
Officiating Development
Rules Development
Sport Development

Professional Staff

Executive Director
Program Co-ordinator
Administrative Assistant

3. ONTARIO RINGETTE ORGANIZATIONAL CHART



4. POSITION TERMS OF REFERENCE

Board of Directors

(See By-Laws #1 and #2)

Program Chairs

(See By-Law #6)

Regional Co-ordinator:

Regional Representatives shall be known as Regional Program Co-ordinators.

Regional Co-ordinator Duties

1. Attend all meetings called by the Provincial Committee Chair, and work as a Committee member towards the common goals of the Committee and program. (See also By-Law # 6, specific Program Regulation).
2. Identify a program contact in each member Association of O.R.A. within their respective Regions.
3. Identify the needs for various educational Clinics and/or seminars within their respective Regions.
4. Work with the Provincial Committee in co-ordinating clinics and/or seminars within their Region to serve a maximum number of participants and make the best of the human and financial resources available.
5. Be active in promoting the educational aspects of the program such as certification publications and resources.
6. Assist the local Association with their specific programs and act as a resource person, and to provide information on all activities within the program.
7. Identify potential clinic instructors (where applicable) within their respective Regions.
8. Assist local Associations in implementing organized activities, "rap sessions", instructional sessions and question periods for all participants.
9. Attend Regional Meetings and provide a report to the Regional Committee and to the Program Chair.

Community Co-ordinator:

The Community representative will be known as the Community Program Co-ordinator.

Community Co-ordinator Duties:

1. Attend all meetings called by the Regional Co-ordinator and work as a Committee member toward the common goals of the Region and program.
2. Co-ordinate all volunteers related to the specific program within their own Association.
3. Identify the need for various educational clinics within that local Association, in co-operation with the Regional Co-ordinator.
4. Actively promote their program and activities to the members within their region.
5. Assist local Association with the programs and act as a resource person making available all program information.

Association President:

Local Association Presidents and/or designates shall be the Liaison to the Regional Committee and the Ontario Ringette Association.

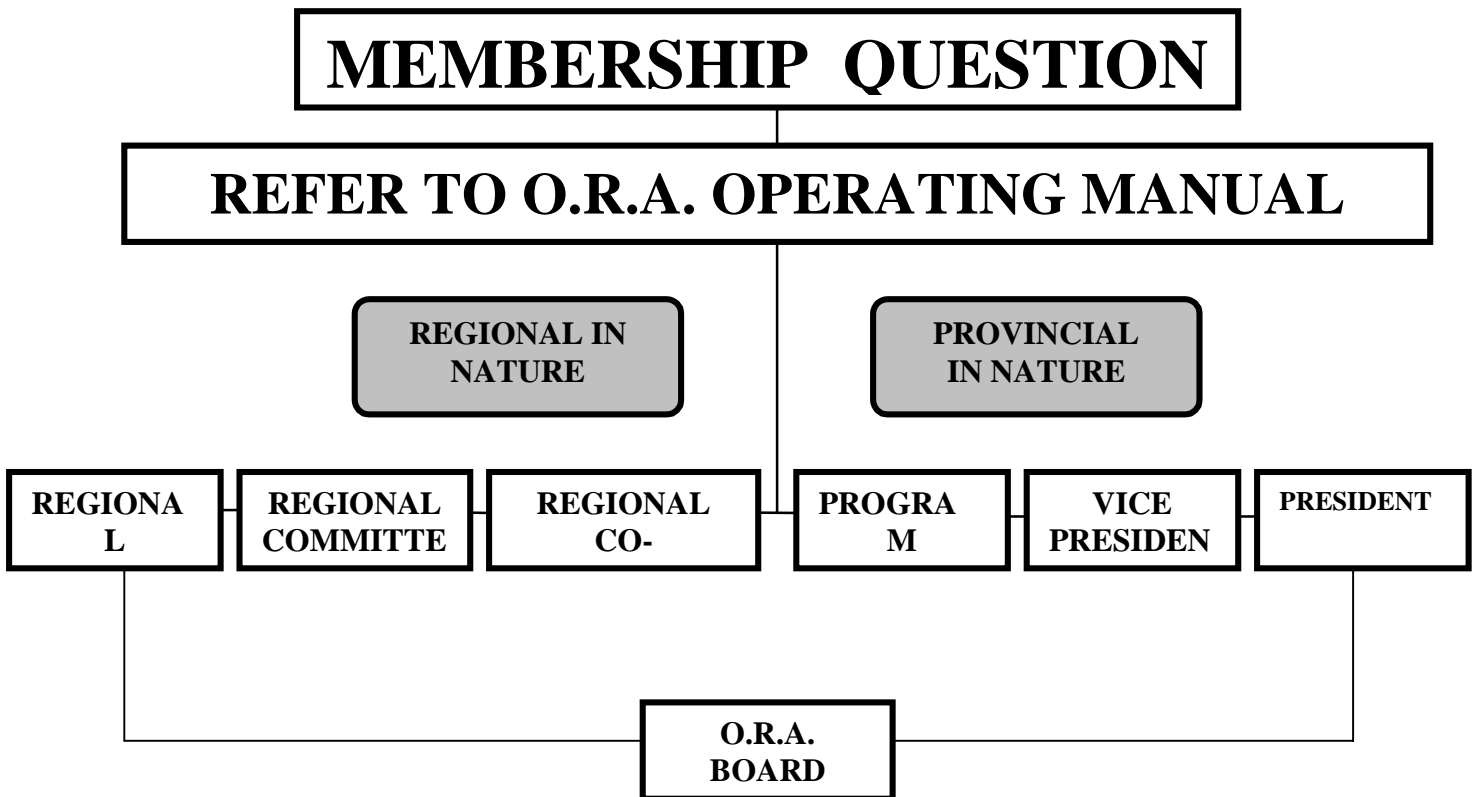
Association President Duties:

1. Attend all meetings called by the local Association, Regional Committee and the O.R.A. Annual General Meeting.
2. Identify Local Association needs and take the appropriate course of action to meet those needs through the assistance of the Regional Committee and the Provincial Organization.
3. Liaise, as a resource person, between the Local Association and the Regional Committee, and the Local Association and the Provincial Organization, in terms of information exchange, rules and regulation enforcement and planning procedures.
4. Make available accurate information regarding contact addresses, financial matters, and registration particulars to the Provincial business office.

5. COMMUNICATION

A successful organization will utilize a specific communication system that follows stipulated communication lines, communication vehicles and an accurate method of information distribution.

Schematically the O.R.A. Communications network operates like this:



When communication is initiated by the membership, first, determine whether your question is Provincial or Regional in nature. In most cases you can acquire an answer by looking it up in the appropriate program section of the Operating Manual. If, however, you do not find your answer, contact your Regional Co-ordinator responsible for the particular program your question relates to. From this point your question will follow either the Provincial or Regional communication line until an answer is established. The end result could go as far as being addressed at the Provincial Board level where all final decisions are made.

The Business office can be contacted when you are unsure of whom to contact and/or you have questions specifically relating to your association. Questions received by the office that require either an interpretation or decision at the Regional or Provincial program level will be re-directed by the staff to the appropriate volunteer for a response.

Communication Vehicles:

Operating Manual

Initiated in 1991, the O.R.A. Policy Manual and Membership Binder Contents were combined into a more manageable resource now known as the O.R.A. Operating Manual. Information per program area was condensed for easy reference by the membership. The new format also allows for better control over its revision. The manual details the operations of the Ontario Ringette Association to include: Letters Patent, By-laws, Program Regulations and the planning process used to chart yearly activities according to Ministry guidelines. All portions of the manual are reviewed annually and revised accordingly. (Please refer to the amendment section herein for details on how portions of this manual are revised and/or updated).

Each registered member receives two (2) copies of the manual. One is for the Presidents' use and the second for duplicating and distribution purposes. It is strongly recommended that each program discipline be distributed to their respective local volunteer(s) responsible for that program and/or activity.

O.R.A. Contact List and Events

The O.R.A. Contact List provides contact names, addresses and telephone numbers of the O.R.A. Management Team, Provincial Standing Committees, Registered Members, Instructors, Evaluators, Sanctioned Events, and Bunnyfests.

O.R.A. Publications

Ontario Ringette attempts to provide its membership with various publications developed periodically by the Standing Committees, along with specific Membership Notices and Media Releases, as required. The success rate of these publications largely depends on input from the members. Without input you cannot produce a product. Encourage your Association to submit human-interest articles, skills, drills, important happenings, or solutions to problems your Association has overcome. Don't forget the Photographs! A picture is worth a thousand words.

Communication Distribution

The communication vehicles are distributed through a specific mailing, i.e., coaching, officiating, member, etc. Information is developed by Volunteer Committees and submitted to the business office for reproduction and distribution. The office is basically responsible for producing a quality product from the information submitted. Preparation of mailing contacts, printing and collating the information, packaging the information and distributing the information in the most economical method defines the office reproduction process.

It is extremely important that your association update the mailing contacts on a regular basis. Incorrect contacts could result in a complete shut down of the communication flow to your association, which can cause a multitude of unnecessary complications.

Colours – The official colours of Ontario Ringette are red and white.

REVISED MAY 8, 1998

6. CODE OF CONDUCT

The opportunity for athletes to participate in sport should be one where values of good sportsmanship and citizenship are prevalent. Therefore, the following code of conduct will be applied to all O.R.A. sanctioned events and activities for all members:

1. **General Conduct**

Members are expected to treat each other with mutual respect for the betterment of our sport on and off the ice.

2. **Out of Province Play**

Any teams participating in competitions outside of Ontario must play according to the Rules as itemized in the Official Rules, Ringette Canada. (Unless otherwise authorized by Ringette Canada).

3. **O.R.A. Sanctioned Play**

Only O.R.A. members are allowed to participate in these events. Out of province teams, must be officially recognized by their Provincial Ringette Association.

4. **Personal Misconduct**

- i) The use of illegal drugs is **strictly prohibited**.
- ii) Alcohol:
 - a) consumption by minors is **strictly prohibited**.
 - b) alcohol consumption by those of legal age must be handled with discretion and in a manner not demeaning to the Ontario Ringette Association, following all laws according to the Liquor License Act of Ontario.
- iii) Vandalism to accommodation sites, competition sites, transportation vehicles, etc. will be dealt with severely. If such a situation occurs, the member or association will be held responsible.

5. **Travesty**

Definition – Ridiculing the rules or procedures or the purpose intended by these rules and procedures.

Any O.R.A. member suspecting that a Travesty has been committed at a sanctioned event or activity will inform the O.R.A. Board of Directors in writing, within ten (10) days after the event or activity, addressed to:

“Provincial Appeals/Complaints Committee”
c/o Vice-President Communications
Ontario Ringette Association
1185 Eglinton Avenue, East
Suite 705
North York, Ontario
M3C 3C6

**ANY VIOLATION OF THE ABOVE WILL BE DEALT WITH BY THE COMMUNITY,
REGIONAL AND/OR PROVINCIAL GOVERNING BODIES**

7. MEMBER ATHLETE'S RIGHTS IN SELECTION

1. Selection criteria must be established by the body having the right to do so.
2. Selection criteria must be clear, concise, and, where discretion is avoidable, it must be confined.
3. Member athletes must be protected from bias.
4. There must be an opportunity for Appeal.

For the purposes of this policy, Member Athlete is defined as: "anyone who pays a membership fee and participates at competitive events sponsored by the Ontario Ringette Association".

8. APPEALS AND COMPLAINTS

Appeals promote fairness. Appeals promote sound governance. Appeals are an essential part of good risk management.

Decision Reviews are considered to be essential as part of an appeal process designed to uphold our procedural fairness standard.

A contract is defined as: the Sport Organization's Rules including: the Constitution, Objects, By-Laws, Policies, Procedures, and Regulations which are agreed to by its members.

Failure to provide an Appeal Process can have serious implications, including legal action.

A private Sport Organization, as well as its internal committees, is a non-statutory tribunal. They have the power to make rules and decisions that affect people.

Canadian Common Law states that Sports Organizations have a duty to be fair in their dealings with members.

Sport organizations are held to a Procedural Fairness Standard.

Two (2) basic minimum rules MUST be applied:

1. The decision-maker has a duty to give the person affected by the decision a reasonable opportunity to present their case.

2. The decision-maker has a duty to listen fairly to both sides and to reach a decision untainted by bias.

These rules mean that:

1. The person may only make decisions that affect individuals or persons expressly authorized to make such decisions.
2. The individual must be informed of the criteria to be met, well enough in advance to prepare properly, if the decision is about selection.
3. The individual must be informed of the charges or allegations if the decision is about discipline.
4. The individual is entitled to a hearing within a reasonable time frame, before those who will decide, at which they, or a representative, can present a case.
5. The individual must have the opportunity to respond to the decision by means of an Appeal mechanism.
6. Those making decisions must be free from actual or perceived bias, including financial interest, pre-judgement of the case, or other lack of neutrality on the case.
7. Those hearing the Appeal MUST not be those who made the original decision being appealed.

Appeal

A dispute between the appellant (person adversely affected by a decision and wants the decision reviewed), and the respondent (the Committee that made the original decision).

Decision Review

To make objection to; speak strongly against.

Scope of an Appeal (Decision Review)

1. Narrow – discipline issues only.
2. Board – selection, eligibility, harassment, personnel matters, discipline.

Grounds for an Appeal or Decision Review

1. The decision-maker did not have the power to do what it did.

2. The Committee failed to consider relevant information.
3. The Committee placed weight on irrelevant information.
4. The Committee exercised discretion for an improper use, or in bad faith.
5. The Committee did not arrive at a decision that was reasonable.

Disclosure

1. The appellant has the right to be told the information that the Committee considered in making its decision.
2. The information must be detailed enough to allow the appellant to answer the case against them.
3. Disclose information to the fullest extent, as failure to disclose may open up the decision upon judicial review.

Administrative Law:

A person has an absolute right to an unbiased decision-maker.

Bias:

Lack of neutrality

Actual Bias:

Tribunal member having a financial interest

OR

Any close personal relationship with one of the parties.

Apprehension of Bias:

Where a reasonable person, knowing the facts concerning the member, would suspect that the member may be influenced, albeit unintentionally, by improper considerations to favour one side in the matter which they are to decide.

Allegation of Bias must be raised at the outset of the hearing.

What Appellants should know

1. If the reasons for the decision have not been provided, you should request that the Sport Body provide written reasons for its decisions.

2. If, after reviewing the reasons, you still wish to pursue an appeal or decision review, request a copy of the Sport Organization's official procedure.
3. Send written notice of appeal or decision review to your organization.
4. Keep a copy of your request for your own records and for use at the appeal or decision review.
5. Gather all the documentation at your disposal relating to the matter you are appealing or reviewing. Talk to others who may be willing to assist you. Organize your material so that it is understandable.
6. If an appeal or decision review is granted, ask who will be sitting on the tribunal. Confirm the time and place in writing.
7. Copies of all materials that the tribunal will be reviewing must be distributed to all members of the tribunal.
8. Attend an appeal or decision review with an open mind. Be organized, concise, and objective. Be respectful towards the tribunal and the other party.
9. Request written reasons for the decision of the tribunal.
10. After reviewing the reasons, consider whether the tribunal made its decision in accordance with procedural fairness.
11. If you are denied an appeal, without adequate reasons, you may proceed to a judicial review.
12. If you are considering a judicial review you are wise to consult a lawyer.

Decision Review

To seek a review of a decision made by a Committee of the Ontario Ringette Association.

1. The decision made by the Committee must be in writing, with reasons, and delivered to the affected party within five (5) days of the decision having been reached. It is acceptable that the decision first be delivered verbally, with written follow-up.
2. The affected party can ask for a Decision Review for the same reasons as "Grounds for an Appeal".
3. The review request must be made within five (5) days of delivery of the decision whether verbal or written.

4. The review request **MUST** be made to the appropriate party.

Examples include: Seeding decision -> Regional Games and Tournaments Co-ordinator
Bench Staff decision -> Regional Coaching Co-ordinator
Officiating decision -> Regional Officiating Co-ordinator
Registration decision -> Regional Membership Services Co-ordinator

It is then the obligation of the Regional Co-ordinator to circulate the request for review to the appropriate members.

Examples include:

The Provincial Games and Tournaments Committee have advanced a team to "AA". They want to ask for a decision review. Their Regional Co-ordinator would inform the Provincial Games and Tournaments Committee members, and follow the regulations governing decision review.

The Regional Games and Tournaments Committee have advanced a team to "B". They want to ask for a decision review. Their Regional Games and Tournaments Co-ordinator would inform the Regional Committee and follow the regulations governing decision review.

5. The request for decision review must be in writing, with reasons, and delivered to the appropriate party within five (5) days of the decision being reviewed. Notice of request may be filed verbally, to the appropriate party, but **MUST** be followed up by the written request.
6. The review by the appropriate Committee **MUST** take place within five (5) days of receipt of the written protest.
7. Since the decision review system is established to review a decision made by a Committee of the Ontario Ringette Association, the Committee members having made the original decision shall be the Committee ruling on the decision review.
8. If there is a bias involving a member of the original Committee, it is the obligation of the remaining parties to ensure that bias is declared, and that the affected party is not involved in the final decision reached.
9. The result of the decision review shall be delivered, first verbally, then in writing, with reasons, to the party requesting review within five (5) days of the decision having being reached.

10. An appeal may follow, based upon the appeal procedure set out in the Sport Administration Section of the Policy Manual of the Ontario Ringette Association.

**The Decision Review is designed to allow members
the right to know why a decision was made
and to ensure that procedural fairness
has been followed.**

Appeals/Complaints Committee

1. Committee Structure (Provincial and Regional)

1. The Appeals/Complaints Committee shall consist of six (6) people, three (3) Standing Members and three (3) members at large.

Standing Members

2 Board of Directors

1 Full Member Association
(President or Past President)

Members at Large

1 Coach (minimum of N.C.C.P.
Level 1)

1 Referee (minimum of 1A)
1 Player (at least 18 years of age,
minimum 3 seasons played out of
past 4 seasons)

2. The Standing Members shall be appointed by the O.R.A. Board of Directors following the caucus meeting immediately after the A.G.M. and one of the Board of Directors shall be appointed the Appeals/ Complaints Committee Co-ordinator.
3. The Executive Director of the Ontario Ringette Association shall be the Secretary of the Provincial Appeals/Complaints Committee whereas the Secretary of the Regional Appeals/Complaints Committee shall be selected from within the Regional Appeals/Complaints Committee.

2. Committee Mandate

1. The Appeals/Complaints Committee shall be responsible for conducting a hearing as referred to in By-Law #7 Appeals/Complaints of the O.R.A. Constitution.
2. The Appeals/Complaints Committee shall conduct research, hearings and render disciplinary action when warranted.
3. The Appeals/Complaints Committee Co-ordinator shall be responsible for convening all Appeals/Complaints hearings.

4. The Appeals/Complaints Committee Co-ordinator and the Standing Members together shall be responsible for appointing three (3) members at large for each hearing ensuring the following:
 - i) That no association exists between a party to a complaint or appeal and an Appeals/Complaints Committee member, either actual or apparent.
 - ii) That no Appeals/Complaints Committee member has been involved in any preliminary stage of the matter under review. (Save and except those Directors of the Board who have determined the validity and proper submission of the Appeal or Complaint according to the present By-Laws and Regulations in effect).
 - iii) That no Appeals/Complaints Committee member has a pre-set attitude or apparent interests in the result of the appeal/complaint.
 - iv) “Apparent” herein is defined as “in appearance” or “reasonable likelihood”.
5. If there is conflict of interest of a Standing Member, a replacement shall be appointed by the two (2) remaining Standing Members for that particular hearing. If two or more Standing Members have a conflict of interest, the members of the Board of Directors not in conflict shall appoint replacements for that particular hearing.
6. For each different Appeals/Complaints Hearing, a Chair shall be selected from among the six (6) Appeals/Complaints Committee members by those members and from among themselves.
7. All six (6) members shall vote on the matter put to the Committee and the vote shall be recorded numerically only. A majority in favour vote is required for an Appeal/Complaint to be successful and a tie vote results in the Appeal/Complaint being lost. Each Appeals/Complaints Committee member must vote and, although each vote will be recorded, it shall not be recorded as to how a member has voted by name. The voting on an Appeals/Complaints Committee shall be in the usual manner in assent or dissent, but how a Committee member has voted is privileged and confidential information as between the members of the Committee only.
8. Minutes shall be recorded and well-documented records shall be submitted by the Appeals/Complaints Committee Co-ordinator for each Appeals/Complaints Hearing to the O.R.A. business office. All Appeals/Complaints Committee Hearing Minutes, either Regional or

Provincial, shall be kept on file in the O.R.A. office for a period of ten (10) years.

9. Discussion, information, and findings expressed during the course of an Appeals/Complaints process shall be held in the strictest of confidence by all Appeals/Complaints Committee members. Specific findings will be made available to the Board of Directors, appellants and respondents in the form of written directives. Appeals/Complaints Committee minutes are not to be disclosed to anyone outside the Board of Directors.
3. **Committee Powers and Areas of Jurisdiction**
 1. The Appeals/Complaints Committee shall have the power to suspend, censure, fine and issue warnings. The Appeals/Complaints Committee shall have the power to make recommendations to the Board of Directors.
 2. The Appeals/Complaints Committee shall have jurisdiction over matters pertaining to:
 - i) Violation of O.R.A. and/or Ringette Canada By-Laws and Regulations, by any class of O.R.A. member;
 - ii) O.R.A. Sanctioned Events and Activities;
 - iii) Travesty; and
 - iv) All other areas as per Article 2 of By-Law #7.

Appeals/Complaints Procedures

1. **Submitting an Appeal**
 1. The Appeals/Complaints Committee's decision shall be binding and no appeal shall be accepted against their decision. The only exception is that where the complaint has been heard first and only by the Provincial Appeals/Complaints Committee. i.e.: The complaint was not heard previously by the Region or the local level, the resulting sanction by the Provincial Appeals/Complaints Committee may be appealed to the Provincial Appeals/Complaints. Otherwise, an appeal may be made only against the improper application of O.R.A. policy, rules and regulations or of improper penalty or punishment as per Article 5 of By-Law #7.
 2. Any appeal shall be given in writing and shall include the grounds and/or reasons for appeal to:

- 1) Provincial Appeal:
Ontario Ringette Association
C/o Vice-President Communication
- 2) Regional Appeal:
All regional appeals are to be forwarded to the appropriate person within the region. Please contact your Regional Director to obtain the correct person to send the appeal to.
- 3) Any appeal shall be made within three (3) days of the sanction or intervention or decision being appealed and date of reference shall be date of postmark, if mailed by registered mail, or receipt of notice, if delivered otherwise.
- 4) The appeal shall not be forwarded to anyone outside the Executive Committee until action is taken as per Sub-article 5. hereof, except in the case of conflict of interest as per Sub-article 7. hereof.
- 5) Upon receipt of appeal, the Executive Committee shall determine whether the appeal is a valid appeal according to the present By-Laws and Regulations in effect and whether the appeal is properly submitted according to the present By-Laws and Regulations in effect.
- 6) If the appeal is valid and is properly submitted, the Executive Committee shall instruct the Appeals/Complaints Committee Co-ordinator to strike the Appeals/Complaints Committee within seven (7) days of receipt of the appeal. They will ensure that the Appellant and Respondent have a written acknowledgement indicating the appeal direction, i.e. whether the appeal is valid and was properly submitted and that the process will start, or that the appeal is not valid and/or was not properly submitted and nothing further will take place.
- 7) If two or more members of the Executive Committee declare a conflict or have a conflict declared on them, the validity and proper submission of the appeal will be determined by those members of the Board of Directors not in conflict.

2. Submitting a Complaint

1. Any complaint shall be submitted in writing and shall include the grounds and/or reason(s) for the complaint to:

- 1) Provincial Complaint:
Ontario Ringette Association
C/o Vice-President Communication
- 2) Regional Complaint:
All Regional Complaints are to be forwarded to the appropriate person within the Region. Please contact your Regional Director to obtain the correct person to send the complaint to.
- 3) Any complaint shall be made within fourteen (14) days of the alleged action leading to the complaint and date of reference shall be date of postmark, if mailed by registered mail, or receipt of notice, if delivered otherwise.
- 4) Upon receipt of a complaint, the Executive Committee shall determine whether the complaint is a valid complaint according to the present By-Laws and Regulations in effect and whether the complaint is properly submitted according to the present By-Laws and Regulations in effect.
- 5) If the complaint is valid and is properly submitted, the Executive Committee shall instruct the Appeals/Complaints Committee Coordinator to strike the Appeals/Complaints Committee within seven (7) days of receipt of the complaint. They shall ensure that the Appellant and Respondent have a written acknowledgement indicating the complaint direction, i.e. whether the complaint is valid and was properly submitted and that the process will start, or that the complaint is not valid and/or was not properly submitted and nothing further will take place.
- 6) If two or more members of the Executive Committee declare a conflict or have a conflict declared on them, the validity and proper submission of the complaint will be determined by those members of the Board of Directors not in conflict.

3. Appeals/Complaints Process

Upon the determination of a valid and properly submitted appeal or complaint the Appeals/Complaints Committee should take the following steps:

1. Within ten (10) days of receipt of notice from the Executive Committee for request for an Appeals/Complaints Committee, a date shall be set for a hearing, which shall be within fifteen (15) days of initiating an Appeals/Complaints Committee. Notice to all parties of such date of

hearing by the Appeals/Complaints Committee shall be telephoned and confirmed by registered mail.

2. The Hearing shall proceed as scheduled, unless all parties to the appeal or complaint consent to an extension of time, which extension may not be for more than fourteen (14) days past the original date set for a Hearing.
3. At least five (5) days prior to the hearing, the Appeals/Complaints Committee Co-ordinator shall advise by telephone and confirm in writing to the Appellants and Respondents involved of the date, time and place and provide time on the agenda for Appellants and Respondents to present their case.
4. The parties to a complaint or appeal shall be the individual or entity lodging the complaint or appeal, and the Corporation, represented by the individual or entity making the original sanction or intervention being appealed or the individual or entity who committed the alleged action leading to the complaint.
5. A party to a Hearing shall be an individual or entity of the Corporation and may not be represented otherwise, save and except a party under the age of eighteen years, which party may be represented by the party's parent or legal guardian. Only if the under eighteen party's parent or legal is not available, then the under eighteen party may be represented by a "next friend" who is at least eighteen years of age and who is a registered member.
6. If a respondent or representative defined in Sub-article 5. above fails to attend the Hearing when requested to so by the Appeals/Complaints Committee, the complaint or appeal may be upheld and additional disciplinary action may be ordered by the Appeals/Complaints Committee against the Respondent and any further right to appeal or complaint is removed.
7. If the appellant or representative defined in Sub-article 5. above fails to attend the Hearing when requested to do so by the Appeals/Complaints Committee, the complaint or appeal may be dismissed and the Appeals/Complaints Committee may take further disciplinary action against the appellant and any further right to appeal or complaint is removed.
8. The appellants and respondents and their witness(es) shall attend Appeals/Complaints Hearings at their own expense.

9. Appellants and Respondents must submit, no later than five (5) days before the Hearing, the number of people that will be attending the hearing to the O.R.A. office for the purpose of booking an appropriate sized meeting room.
3. Appeals/Complaints Hearings
 1. At the Hearing either party may present information, witnesses, documents and/or personal statements and either party may cross-examine the other, or witnesses. The Appeals/Complaints Committee may cross-examine or request any information of either party or any witness or any member of the Corporation confidential or not, save and except the areas pertaining to Professional Staff.
 2. The Appeals/Complaints Committee shall decide on the basis of materials presented during the hearing the facts of the matter under review and shall find same in writing as part of the Appeals/Complaints Committee decision.
 3. The Appeals/Complaints Committee shall make a decision in relation to the matter under review with reasons therefore and in writing.
 4. The Appeals/Complaints Committee shall deliver to each party and the Corporation its written decision within seven (7) days of the Hearing.
 5. Notwithstanding Sub-articles 3. and 4. of this article, the Appeals /Complaints Committee may render a verbal decision forthwith at the hearing, provided Sub-articles 3. and 4. of this article are properly completed thereafter.
 6. The date on which the Appeals/Complaints Committee shall be deemed to have rendered its decision shall be the date on which such decision is posted by registered mail to the parties, notwithstanding an Appeals /Complaints Committee action under Sub-article 5. hereof.
 7. Copies of all correspondence and minutes of Regional and Provincial Appeals/Complaints Committee Hearings shall be forwarded to the O.R.A. office, c/o Vice-President Communications within seven (7) days after the Appeals/Complaint Hearing.

Appeal Board

1. An Appeal Board shall be struck in the case of "Leave to Appeal" only.
2. Appeal Board procedures can be found in By-Law #7.

3. The O.R.A. Board of Directors shall act as the Appeal Board.
4. Should the Appeal Board substantiate a "Leave of Appeal" such that the outcome of the hearing may be altered, the Appeal Board shall direct a rehearing.
5. Should the Appeal Board substantiate a "Leave to Appeal" such that the outcome of the hearing is not affected, the Appeal Board shall uphold the Appeals/ Complaints Committee Hearing decision.

Fees

The fees which must be submitted by the individual or entity submitting an appeal, the individual or entity submitting a complaint or the individual or entity submitting a "Leave to Appeal", or the individual or entity causing an Appeal Board to sit are as follows:

Appeal:

1. All appeals must be accompanied by a certified cheque in the amount of \$1,000.00 payable to Ontario Ringette Association, in the case of an appeal to the Provincial Appeals/Complaints Committee, or payable to the Region, in the case of an appeal to the Regional Appeals/Complaints Committee.
2. Should an appeal be substantiated, the \$1,000.00 shall be refunded to the Appellant. The Respondent shall be charged all expenses of the Appeals /Complaints Committee, including the expenses to process the appeal, to a maximum of \$1,000.00.
3. Should the appeal not be substantiated, the Appellant shall be charged all expenses of the Appeals/Complaints Committee, including the expenses to process the appeal, to a maximum of \$1,000.00.
4. Regions may charge lower fees than those listed.

Complaint:

1. All complaints must be accompanied by a certified cheque in the amount of \$1,000.00 payable to Ontario Ringette Association, in the case of an appeal to the Provincial Appeals/Complaints Committee, or payable to the Region, in the case of an appeal to the Regional Appeals/Complaints Committee.
2. Should the Committee substantiate the complaint, the \$1,000.00 shall be refunded to the individual or entity who lodged the complaint. The individual or entity who the complaint was against shall be charged all the expenses of the

Appeals/Complaints Committee, including the expenses to process the complaint, to a maximum of \$1,000.00.

3. Should the Committee not substantiate the complaint, all the expenses of the Appeals/Complaints Committee, including the expenses to process the complaint, shall be charged to the individual or entity that lodged the complaint, to a maximum of \$1,000.00.
4. Regions may charge lower fees than those listed.

Leave to Appeal and Appeal Board:

1. A certified cheque in the amount of \$1,000.00 payable to Ontario Ringette Association must accompany Application for Leave to Appeal.
2. If Leave to Appeal is not granted, the \$1,000.00 will be refunded, less all the expenses of the O.R.A. Executive Committee, including the expenses to process the Leave to Appeal.
3. If Leave to Appeal is granted, an additional \$2,000.00 certified cheque payable to Ontario Ringette Association is required to initiate the Appeal Board.
4. If the Appeal Board directs a rehearing, all the expenses of the O.R.A. Appeal Board, including the expenses to process the Leave to Appeal, shall be charged to the Respondent, to a maximum of \$3,000.00.
5. If the Appeal Board upholds the Appeals/Complaint Committee decision, all the expenses of the O.R.A. Appeal Board, including the expenses to process the Leave to Appeal, shall be charged to the Appellant, to a maximum of \$3,000.00.

Appeals/Complaints Flow Chart

Appeal of Sanction/Intervention by Board,
Standing Committee, or Region

Complaint due to action unbecoming of
a member

Submit appeal in writing with reasons and
\$1,000.00 certified cheque (within three
(3) days of sanction/intervention)

Submit complaint in writing with
reasons and \$1,000.00 certified cheque
(within fourteen (14) days of action)

O.R.A. Executive Committee determines whether the appeal or complaint is valid and properly submitted according to the present By-Laws and Regulations in effect.

Not valid and/or not properly submitted.

Valid and properly submitted.

Executive return appeal or complaint with \$1,000.00 less A/C expenses including expenses to process appeal or complaint (within seven (7) days of receipt)

Executive submits appeal or complaint to A/C Committee (within seven (7) days of receipt)

A/C Committee sets hearing date (within ten (10) days of receipt from Executive)

Parties to appeal or complaint are advised of hearing date/time/place (no later than five (5) days prior to hearing)

Hearing is held (within fifteen (15) days of receipt from Executive). (If all parties agree, a fourteen (14) day extension may take place).

Written Decision is rendered (within seven (7) days of hearing). (May be also be rendered verbally at hearing, to be followed in writing).

Hearing minutes and correspondence submitted to O.R.A. Vice-President Communications (within seven (7) days of hearing).

Note: A/C Committee = Appeals/Complaints Committee
Executive = O.R.A. Executive Committee

Provincial Sanction

Sanction by Provincial Appeals/Complaints Committee

Appeal to Provincial Appeals/Complaints Committee

Apply to O.R.A. Executive Committee for Leave to Appeal

If Grounds:

If No Grounds:

O.R.A. Board of Directors
hears Leave to Appeal and
renders final decision

So advised by letter

Regional Sanction

Sanction by Regional Appeals/Complaints Committee

Appeal to Regional Appeals/Complaints Committee

Appeal to Provincial Appeals/Complaints Committee	Apply to O.R.A. Executive Committee for Leave to Appeal
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If Grounds:	If No Grounds:
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Apply to O.R.A. Executive Committee for Leave to Appeal	O.R.A. Board of Directors hears Leave to Appeal and renders final decision	So advised by letter
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Community Sanction

Sanction by Community Appeals/Complaints Committee

Appeal to Community Appeals/Complaints Committee

Appeal to Regional Appeals/Complaints Committee

Appeal to Provincial Appeals/Complaints Committee	Apply to O.R.A. Executive Committee for Leave to Appeal
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If Grounds:	If No Grounds:
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Apply to O.R.A. Executive Committee for Leave to Appeal	O.R.A. Board of Directors hears Leave to Appeal and renders final decision	So advised by letter
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Leave to Appeal Flow Chart

Application for Leave to Appeal a decision of Appeals/Complaints Committee.

Submit Leave to Appeal in writing with reasons and \$1,000.00 certified cheque (within three (3) days of Appeals/Complaints Committee decision).

O.R.A. Executive Committee determines whether the Leave to Appeal is valid and properly submitted according to the present By-Laws and Regulations in effect.

Not valid and/or not properly submitted. O.R.A. Executive Committee returns Leave to Appeal with \$1,000.00 less O.R.A. Executive Committee expenses, including expenses to process Leave to Appeal (within three (3) days of receipt)

Valid and properly submitted. O.R.A. Executive Committee submits Leave to Appeal to Appeal Board and advises appellant of same (within three (3) days of receipt)

Appellant submits \$2,000.00 certified cheque (within four (4) days of receipt of advice that Leave of Appeal will proceed)

O.R.A. Executive Committee set date for Appeal Board to sit (within twenty (20) days of receipt)

If a hearing is to be held, parties to Leave to Appeal are advised of hearing date/time/place (no later than five (5) days prior to hearing)

If a hearing is to be held, it will be held within thirty (30) days of receipt (if all parties agree, a fourteen (14) day extension may take place).

Written decision is rendered. (Within seven (7) days of Appeal Board sitting with no hearing or within seven (7) days of a hearing called by the Appeal Board).

Hearing minutes and correspondence submitted to O.R.A. Vice-President Communications. (within seven (7) days of hearing).

Glossary of Definitions

1. **“Appeal”**: a legal proceeding by which a case is brought from a lower to a higher court for the purpose of rehearing, corroboration, vindication, or decision.
2. **“Appeals/Complaints Committee”**: a defined group of impartial volunteers who administer appeals and/or complaints from the membership.

3. **“Appellants”**: those who are appealing.
4. **“Censure”**: the act of blaming or condemning sternly, an official reprimand.
5. **“Complaint”**: a formal allegation against a party of whom the complainant is of the opinion that a rule or system of rules governing conduct or activity has been breached.
6. **“Conflict Of Interest”**: if an individual has a personal vested interest and there are benefits to the individual or to the individual’s organization or home association.
7. **“Discipline”**: a system of practical rules to maintain control, order, and obedience for the members.
8. **“Fine”**: a sum of money paid as an imposed penalty for an offense.
9. **“Hearing”**: is the opportunity to be heard, to present one’s side of the case, in which witnesses may be heard and testimony is taken.
10. **“Intervention”**: as defined in Article 1 of By-Law #7.
11. **“Leave to Appeal”**: a request to appeal a decision of the Appeals/Complaints Committee. The Appeals/Complaints Committee can base this request only on the grounds of improper penalty or punishment, or improper application of Corporate policy or rules and regulations of the Corporation.
12. **“Member-at-Large”**: are members with specified qualifications appointed by the Standing Members to the Appeals/Complaints Committee.
13. **“Receipt”**: to be in the physical possession of.
14. **“Respondent”**: those to whom an appeal is against.
15. **“Sanction”**: as defined in Article 1 of By-Law #7.
16. **“Standing Member”**: is a Committee member appointed by the Board of Directors to the position of a permanent member of the Appeals/Complaints Committee.
17. **“Suspension”**: an imposed short term, long term, or indefinite withdrawal of rights and/or privileges.
18. **“Travesty”**: ridiculing the rules or procedures or the purpose intended by the rules or procedures.

9. TRADEMARK

1. Registration

“Ringette” is a registered trademark of the O.R.A. with Consumer and Corporate Affairs as per Application No.366, 730, Filing Date: July 30, 1973; and Registration No.231, 955 Registration Date: February 23, 1979.

2. Governing

- i) The O.R.A. grants Ringette Canada free and unlimited use of the word Ringette.
- ii) The O.R.A. shall police the trademarks owned with regard to their use subject to the discretion of the Board of Directors.

10. HEAD OFFICE

1. The office of the O.R.A. shall be located at the Ontario Sports and Recreation Centre. (O.S.R.C.)
2. The O.S.R.C. is located at 1185 Eglinton Avenue, East, (Ringette, Suite 705) North York, Ontario, M3C 3C6. Telephone (416) 426-7204. Fax (416) 426-7359, and shall be known as the official address of the sport governing body.
3. The O.R.A. staff are located at the Ontario Sports and Recreation Centre. On a day to day basis they carry out the administration of the Association.
4. The Ontario Ringette Association shall employ professional Staff and may, from time to time, employ contract and/or part time staff to assist with the day to day operations.
5. The Staff is governed by stipulations in their respective contracts.
6. The Staff is governed by the Board of Directors.

REVISED MAY 8, 1998

11. ADMINISTRATIVE PROCEDURES

1. Correspondence

- i) The O.R.A. office shall be the official address, to be used for directing mail to any member of the Board of Directors, Standing Committee Chairs and staff relating to the operations of the O.R.A.
- ii) The original copy of all incoming correspondence addressed to O.R.A. or its Board members, Committee members or Staff shall be placed on file in the O.R.A. office with copies distributed as required.
- iii) Likewise, a copy of all outgoing correspondence shall be kept on file at the O.R.A. office.
- iv) Correspondence that is addressed to, or pertains to, a specific Director or Committee Chair, shall be acknowledged upon its receipt and re-directed to the appropriate person for reply. The writer shall be advised in the acknowledgement letter of the course of action to be taken on his correspondence.
- v) Confidential material shall be filed by the Executive Director in a separate log.
- vi) Faxes, accompanied by a cover sheet including date, name of sender and number of pages, will be accepted by the O.R.A. as legal documents without follow up of hard copy. The sender is responsible for proof of confirmation.
- vii) Faxes will be accepted up to midnight of the deadline date.
- viii) The office must first be notified that legal size faxes are being sent so that the paper in the fax machine can be changed to accept them.
- ix) The President shall receive a copy of all incoming and outgoing correspondence.

2. Business Procedures

The Business Procedures are the internal operating guidelines for the Board of Directors, Committee Chairs and Staff to employ in implementing the O.R.A. policies and programs. In reference to constitution and budget, revisions to the procedures may be made by obtaining the approval of the Board of Directors.

12. CONTRACT PROCEDURES

1. Contract/Legal Documents

All contracts and legal documents shall require the approval of the Board of Directors and be endorsed as outlined in the By-Laws. A copy of such documents shall be filed with the Vice-President Communication/Vice-President Finance, the original being maintained at the O.R.A. office.

2. Negotiations

Whenever negotiations take place between O.R.A. and an outside party, the Vice-President responsible for the program or appointed alternate, must have a staff member in attendance at such meeting to ensure continuity of information and safeguard the Board of Directors' discussion with such party.

13. VICE-PRESIDENT FINANCE & COMMITTEE PROCEDURES

1. Allowable personal expenses of volunteers working on behalf of the O.R.A. are documented in the Management Volunteer Orientation Guide on expenses and honorariums. All volunteers' claims will be subject to the approval of the Vice-President Finance prior to payment.

2. All staff claims will be subject to the approval of the President and Vice-President Finance.

3. Vice-President Finance

i) Shall submit all records and transactions of the organization to the scrutiny of the auditor of O.R.A.

ii) Shall be responsible for issuing and/or monitoring all cheques for the O.R.A.'s business but all such cheques shall be countersigned by the approved signing officers.

iii) Shall instruct cheques to be issued within a reasonable time frame after receiving claim forms and invoices at the O.R.A. office and a cheque journal shall be maintained.

iv) The preparation of all financial statements shall be done by accepted accounting practices. The Vice-President Finance shall be responsible for the input and coding of such information.

- v) Shall be responsible for investing the Corporation's funds as approved together with the Executive Director.
- vi) Shall be responsible for the salary and benefit accounts for the O.R.A. paid employees and submit payment to the Receiver General of Canada.
- vii) Shall be responsible to review and monitor all financial transactions and, together with the Executive Director, shall be responsible for a monthly financial statement.

4. Finance Committee

- i) The Finance Committee will monitor the income and expenses of the Ontario Ringette Association.
- ii) The Finance Committee will investigate income enhancement projects for presentation to the Board of Directors.
- iii) The Finance Committee will review and revise the Standing Committee budgets for activities within their programs.
- iv) The Finance Committee will review and revise the Operating Budget prior to presentation to the Board of Directors by the Vice-President Finance.
- v) The Finance Committee will review for approval any activities of the Ontario Ringette Association which are not included in the Operating Budget.
- vi) The Finance Committee shall ensure the Ontario Ringette Association is operating in the most economical method.
- vii) The Finance Committee shall investigate alternate sources of revenue.
- viii) The Finance Committee shall develop a plan that will assist the organization in becoming self-sufficient in light of the Ministry of Citizenship, Culture and Recreation reduction in grants.
- ix) The Finance Committee will be chaired by the Vice-President Finance.
- x) The Finance Committee will consist of the following members; Vice-President Finance, President, and two other members as appointed by the Vice-President Finance and ratified by the President. The Executive Director, is a non-voting member.

- xi) All volunteer members of the Finance Committee will have voting privileges.
- xii) Although the Vice-President Finance may not agree with the actions of the Finance Committee, she/he must be consulted on all activities of the Finance Committee.
- xiii) In absence of the Vice-President Finance, the President will chair the Finance Committee.
- xiv) All recommendations to the Finance Committee will be submitted to the Vice-President Finance in writing through the Ontario Ringette Association office and forwarded to the Finance Committee.

14. AMENDMENTS

Amendments to the Objects

Amendment to the Objects, is amendment of the Letters Patent and is not only governed by The Corporations Act, R.S.O. 1980 c. 95 and amendments thereto, but requires application to the Minister of Consumer and Commercial Relations for Supplementary Letters Patent. Such application can only be made after the Board of Directors and the members approve any such amendment by special resolution. Special resolution means approval by a two-thirds majority. Such amendment, therefore, is not only time-consuming, but also costly.

Amendments to the By-Laws

The Board of Directors must approve any By-Law amendment by special resolution (two-thirds majority vote) and present such amendment at the next member meeting or the Annual General Meeting (A.G.M.). The members must also approve any amendment of a By-Law by special resolution.

You will note that, as well, the solicitors of the Corporation must be asked for an opinion so that the By-Law amendment is not redundant or contradictory. This step is usually completed after the Board has approved the amendment and before the A.G.M., so that if, and when, the members approve a By-Law amendment, it has force and effect forthwith. If the amendment does not have immediate force and effect, the Board will announce the commencement date of the amendment, which will be after receiving an affirmative legal opinion.

Board of Directors approved amendments to the By-Laws shall be distributed to Registered Members with notice of the A.G.M.

Amendments to Regulations

The Board of Directors can amend, by regular or ordinary resolution at any Board meeting, Regulations of the Corporation. Regulations have force and effect until the next A.G.M. at which time they cease to have force and effect unless the actions and acts of the Directors are confirmed by the members.

Amendments to the Constitution

The Operating Manual is a working tool of the Board of Directors and the members. As such, in addition to the constitution, it includes administrative rules and forms as set by the Board, recommendations of other committees and various other approved procedures which allow the By-Laws and Regulations to be carried out or administered on a day to day basis. As such, the Board of Directors has established a traditional approach to considering changes as set out below.

Any Registered Member may submit recommendations for "policy" changes to the Board of Directors provided; the Board on or before April 1st receives such recommendation in any year. Any Amendments so received will be distributed to Registered Members with notice of the A.G.M.

Amendments to the Procedures

Amendments to the Procedures, the internal operating guidelines of the O.R.A., shall be in accordance with the By-Laws and Regulations, set down in the Constitution, which are part of the total operating procedure as set out in the O.R.A. Operating Manual.

The Board of Directors may eliminate notice to membership for a minor amendment which does the following:

- i) changes the number of sections or the order of sections in the Operating Manual, but does not add or delete sections;
- ii) consolidates previously approved By-Laws and Regulation amendments into a new document without altering any of the By-Laws and/or Regulations;
- ii) corrects grammatical or typographical errors, change dates (years/season) and "general house-keeping", which do not affect the intent of the By-Laws or Regulations.

Resolutions

Resolutions emanating from the A.G.M. and receiving an affirmative vote of the majority of members present at an A.G.M. shall be placed on the agenda of the first meeting of the Board of Directors following the A.G.M. to be dealt with by the Board of Directors.

15. GLOSSARY OF DEFINITIONS

1. **“accept”**: to agree with, or to agree that certain facts submitted are accurate. Acceptance of a report does not necessarily mean endorsement of the recommendations.
2. **“adopt”**: to concur. To adopt a report is to concur with the recommendations included in the report and to agree to implement such recommendations in some form.
3. **"ad hoc"**: for this purpose.
4. **"Annual General Meeting"**: when used refers only to such meeting of the Corporation, and not to a Charter Member meeting. The term A.G.M. is synonymous with the fully written out title.
5. **"Annual Meeting"**: when used refers only to that meeting of the Charter Member and not the Corporation as a whole. The term AM is synonymous with the fully written out title.
6. **"appoint"**: the act of naming a person to an office, or naming the office.
7. **"By-Law"**: a permanent, continuing rule to be applied to future occasions, in contrast to a resolution.
8. **“caucus”**: a meeting of the proper and qualified voters only to choose, elect, or appoint candidates to office.
9. **"chair pro tem"**: presiding officer for the time being. (a contraction of pro tempore).
10. **"common law"**: law based on general custom and court decisions from the applicable jurisdiction.
11. **"confirm"**: ratify or sanction.
12. **"corporation"**: means a corporation with or without share capital.
13. **"days"**: shall mean business days - Monday to Friday - official business office hours from 8:30 a.m. to 4:30 p.m.
14. **"elect"**: the act of choosing or selecting one or more from a number of persons making a choice by any manifestation of preference.

15. **"entity"**: any body or group recognizable in that there is a common factor among all the members or persons, but not incorporated.
16. **"ex-officio"**: by virtue of the position they hold, i.e., President is member of Standing Committees, and shall not have any voting rights.
17. **"mutatis mutandis"**: having changed those things which ought to be changed. That is, matters generally the same but allowances necessarily required to make changes for such matters as names, offices, titles, etc.
18. **"officer"**: means President, Chair of the Board of Directors, Vice-President Administration and Technical, Vice-President Communications, Vice-President Finance, Manager, Chief Executive, Executive Director, Chairs, or any other person designated an officer by the Corporation.
19. **"poll"**: a common law method of voting wherein each voter by his personal act delivers his vote to a Chair.
20. **"precedence"**: designates rank.
21. **"quorum"**: the minimum number of qualified persons whose presence at a meeting is requisite in order that business may be legally transacted.
22. **"regulation"**: a written procedure used to 'regulate' the By-Laws of the Corporation.
23. **"recess"**: a short interruption of a meeting.
24. **"resolution"**: a corporate resolve being a motion which has been passed by the meeting with the necessary majority, and applying to a single act of the Corporation, or a series of ongoing single acts.
25. **"scrutineer"**: a clerk or teller appointed by the Chair of the meeting, or a named Chair, to assist the chair in counting the attendance, collecting, examining, or tabulating ballots.
26. **"special resolution"**: a resolution requiring more than a simple majority. In Ontario, the term denotes a required majority of two-thirds.
27. **"verify"**: to authenticate as true or correct; when used in corporate law it is synonymous with "certified" if the officer or person making the statement is the Vice-President Communications or Vice-President Finance of the entity or Corporation.

16. ORA HARASSMENT POLICY

It is the Ontario Ringette Association's policy to provide and maintain an environment that is free of harassment.

Policy Statement

1. Ontario Ringette is committed to providing a sport and work environment in which all individuals are treated with respect and dignity. Each individual has the right to participate and work in an environment, which promotes equal opportunities and prohibits discriminatory practices.
 - i) Harassment is a form of discrimination. Harassment is prohibited by the Canadian Charter of Rights and Freedoms and by Human Rights legislation in Ontario.
 - ii) Harassment is offensive, degrading, and threatening. In its most extreme forms, harassment can be an offense under Canada's Criminal Code.
 - iii) Whether the harasser is a director, supervisor, employee, coach, official, volunteer, parent, or athlete, harassment is an attempt by one person to assert abusive, unwarranted power over another.
 - iv) Ontario Ringette is committed to providing a sport environment free of harassment on the basis of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or pardoned conviction.
2. This policy applies to all employees, directors, officers, volunteers, coaches, athletes, officials, and members of Ontario Ringette. Ontario Ringette encourages the reporting of all incidents of harassment, regardless of who the offender may be.
3. This policy applies to harassment, which may occur during the course of all Ontario Ringette business, activities and events. It also applies to harassment between individuals associated with Ontario Ringette but outside Ontario Ringette business, activities, and events when such harassment affects relationships within Ontario Ringette's work and sport environment.
4. Notwithstanding this policy, every person who experiences harassment continues to have the right to seek assistance from their provincial human rights commission, even when steps are being taken under this policy.

Definitions

1. Harassment takes many forms but can generally be defined as comment, conduct, or gesture directed toward an individual or group of individuals, which is insulting, intimidating, humiliating, malicious, degrading or offensive.
2. For the purpose of this policy, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:
 - i) submitting to or rejecting this conduct is used as a basis for making decisions that affect the individual; or
 - ii) such conduct has the purpose or effect of interfering with an individual's performance; or
 - iii) such conduct creates an intimidating, hostile, or offensive environment.
3. Types of behavior which constitute harassment include, but are not limited to:
 - i) written or verbal abuse or threats;
 - ii) the display of visual material which is offensive or which one ought to know is offensive;
 - iii) unwelcome remarks, jokes, comments, innuendo, or taunting about a person's looks, body, attire, age, race, religion, sex, or sexual orientation;
 - iv) leering or other suggestive or obscene gestures;
 - v) condescending, paternalistic, or patronizing behavior which undermines self-esteem, diminishes performance, or adversely affects working conditions;
 - vi) practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance;
 - vii) unwanted physical contact including touching, petting, pinching or kissing;
 - viii) unwelcome flirtations, advances, requests, or invitations; or
 - ix) physical or sexual assault.

4. Sexual harassment most commonly occurs in the form of behavior by males toward females. However, sexual harassment can also occur between males, females, or as behavior by females toward males.
5. For the purposes of this policy, retaliation against an individual for: having filed a complaint under this policy, having participated in any procedure under this policy, or having been associated with a person who filed a complaint or participated in any procedure under this policy, will be treated as harassment, and will not be tolerated.

Responsibility

1. The Ontario Ringette Association and its staff members are responsible for the implementation of this policy. In addition, Ontario Ringette, and staff, are responsible for:
 - Discouraging and preventing harassment within Ontario Ringette,
 - Investigating formal complaints of harassment in a sensitive, responsible, and timely manner,
 - Imposing appropriate disciplinary or corrective measures when a complaint of harassment has been substantiated, regardless of the position of authority of the offender,
 - Providing advice to persons who experience harassment,
 - Doing all in their power to support and assist any employee or member of Ontario Ringette who experiences harassment by someone who is not an employee or member of Ontario Ringette,
 - Making all members and employees of Ontario Ringette aware of the problem of harassment, and, in particular, sexual harassment, and of the procedures contained in this policy,
 - Informing both complainants and respondents of the procedures contained in this policy, and of their rights under the law,
 - Regularly reviewing the terms of this policy to ensure that they adequately meet the organization's legal obligations and public policy objectives,
 - Appointing harassment officers and providing the training and resources they need to fulfil their responsibilities under this policy, and

- Appointing unbiased case review panels and appeal bodies and providing the resources and support they need to fulfil their responsibilities under policy.
2. Every member of Ontario Ringette has a responsibility to play a part in ensuring that the Ontario Ringette sport environment is free from harassment. This means not engaging in, allowing, condoning, or ignoring behaviour contrary to this policy. In addition, any member of Ontario Ringette who believes that a fellow member has experienced or is experiencing harassment is encouraged to notify a harassment officer under this policy.
 3. In the event that either the Ontario Ringette Association, or a staff member are involved in a complaint that is made under this policy, the Ontario Ringette Association President shall appoint a suitable alternate for the purposes of dealing with the complaint.

Coach/Athlete Sexual Relations

Ontario Ringette takes the view that intimate sexual relationships between coaches and adult athletes, while not against the law, can have harmful effects on the individual athlete involved, on other athletes, on coaches, and on Ontario Ringette's image.

Disciplinary Action

Employees or members of Ontario Ringette against whom a complaint of harassment is substantiated may be severely disciplined, up to and including employment dismissal or termination of membership where the harassment takes the form of assault, sexual assault, or a related sexual offence.

Confidentiality

Ontario Ringette understands that it can be extremely difficult to come forward with a complaint of harassment and that it can be devastating to be wrongly convicted of harassment. Ontario Ringette recognizes the interests of both the complainant and the respondent in keeping the matter confidential.

Ontario Ringette will not disclose to outside parties the name of the complainant, the circumstances giving rise to the complaint or the name of the respondent unless a disciplinary or other remedial process requires such disclosure.

Ontario Ringette Association Harassment Committee

1. Ontario Ringette will solicit four (4) volunteers, two (2) female and two (2) male, who would be trained in all aspects of the Harassment Policy and Procedures.

2. The Harassment Committee would consist of one (1) female and one (1) male with the remaining two (2) volunteers as back up to cover resignations, illness, etc.
3. When a person leaves the Harassment Committee, they must be replaced with the same gender in order to maintain the proper balance and continuity.
4. The two (2) Committee Members will report directly to the Vice-President Administration and the Membership Services Chair. The Vice-President Administration will report directly to the Board of Directors.

Duties of the Harassment Officer

The Harassment Officer will inform the complainant of the following:

- a) options for pursuing a resolution to the complaint
- b) the right to lay a complaint
- c) the availability of counseling services made available by the Ontario Ringette Association
- d) the confidentiality of his/her complaint (privy to harassment officers only)
- e) representation by legal advisor
- f) external mediation, if necessary
- g) the right to withdraw the complaint at any time, even though the Ontario Ringette Association may continue with the complaint
- h) that other avenues of recourse are available

Addendum

1. Any person who has the authority to prevent or discourage harassment can be held responsible for any failure to exercise this authority.
2. It must be remembered that it is not the intention of behaviour that constitutes harassment, but the effect of that behaviour upon the person who feels harassed.
3. A harasser's motive is often linked to a conscious or unconscious attempt to exercise "power" over the person being harassed.
4. Each case is to be handled as quickly as possible.

5. Each case is to be handled with the utmost confidentiality.

Complaint Procedure

1. A person who experiences harassment is encouraged to make it known to the harasser that the behaviour is unwelcome, offensive, and contrary to this policy.
2. If confronting the harasser is not possible, or if after confronting the harasser the harassment continues, the complainant should seek the advice of a harassment officer.
3. The harassment officer shall inform the complainant of:
 - * The options for pursuing an informal resolution of his or her complaint;
 - * The right to lay a formal written complaint under this policy when an informal resolution is inappropriate or not feasible;
 - * The availability of counseling and other support provided by O.R.A.;
 - * The confidentiality provisions of this policy;
 - * The right to be represented by a person of choice (including legal counsel) at any stage in the complaint process;
 - * The external mediation/arbitration mechanisms that may be available;
 - * The right to withdraw from any further action in connection with the complaint at any stage (even though O.R.A. might continue to investigate the complaint); and
 - * Other avenues of recourse, including the right to file a complaint with a human rights commission or, where appropriate, to contact the police to have them lay a formal charge under the Criminal Code.
4. There are four (4) possible outcomes to this initial meeting of complainant and officer:
 - a) The complainant and officer agree that the conduct does not constitute harassment
 - * If this occurs, the harassment officer will take no further action and will make no written record.

- b) This complainant brings evidence of harassment and chooses to pursue an informal resolution of the complaint:
 - * If this occurs, the harassment officer will assist the two parties to negotiate a solution acceptable to the complaint. If desired by the parties and if appropriate, the harassment officer may also seek the assistance of a neutral mediator.
 - * If informal resolution yields a result which is acceptable to both parties, the harassment officer will make a written record that a complaint was made and was resolved informally to the satisfaction of both parties, and will take no further action.
 - * If informal resolution fails to satisfy the complaint, the complainant will reserve the option of laying a formal written complaint.
 - c) The complainant brings evidence of harassment and decides to lay a formal written complaint:
 - * If this occurs, the harassment officer will assist the complainant in drafting a formal written complaint, to be signed by the complainant, and a copy given to the respondent without delay. The written complaint should set out the details of the incident(s), the names of any witnesses to the incident(s), and should be dated and signed.
 - * The respondent will be given an opportunity to provide a written response to the complaint. The harassment officer may assist the respondent in preparing this response.
 - d) The complainant brings evidence of harassment but does not wish to lay a formal complaint:
 - * If this occurs, the harassment officer must decide if the alleged harassment is serious enough to warrant laying a formal written complaint, even if it is against the wishes of the complainant.
 - * When the harassment officer decides that the evidence and surrounding circumstances require a formal written complaint, the harassment officer will issue a formal written complaint and, without delay, provide copies of the complaint to both the complainant and the respondent.
5. As soon as possible after receiving the written complaint, but within twenty-one (21) days, the harassment officer shall submit a report to the O.R.A. (director responsible for this policy) and senior staff member, containing the documentation filed by both parties along with a recommendation that:

- * No further action be taken because the complaint is unfounded or the conduct cannot reasonably be said to fall within this policy's definition of harassment; or
- * The complaint should be investigated further.

A copy of this report shall be provided, without delay, to both the complainant and the respondent.

6. In the event that the harassment officer's recommendation is to proceed with an investigation, the O.R.A. (director responsible for this policy) and senior staff member shall within fourteen (14) days appoint three (3) members of O.R.A. to serve as a case review panel. This panel shall consist of at least one woman and at least one man. To ensure freedom from bias, no member of the panel shall have a significant personal or professional relationship with either the complainant or the respondent.
7. Within twenty-one (21) days of its appointment, the case review panel shall convene a hearing. The hearing shall be governed by such procedures as the panel may decide, provided that:
 - * The complainant and respondent shall be given fourteen (14) days notice, in writing, of the day, time and place of the hearing.
 - * Members of the panel shall select a chairperson from among themselves.
 - * A quorum shall be all three (3) panel members.
 - * Decisions shall be by majority vote. If a majority vote decision is not possible, the decision of the chairperson will be the decision of the panel.
 - * The hearing shall be held in camera.
 - * Both parties shall be present at the hearing to give evidence and to answer questions of the other party and of the panel. If the complainant does not appear, the matter will be dismissed, (unless the complainant decided not to lay a formal complaint, but the officer concluded that the evidence and surrounding circumstances were such as to require a formal written complaint). If the respondent does not appear, the hearing will proceed.
 - * The complainant and respondent may be accompanied by a representative or adviser.
 - * The harassment officer may attend the hearing at the request of the panel.

8. Within fourteen (14) days of the hearing, the case review panel shall present its findings in a report to O.R.A. (director responsible for this policy) and senior staff member, which shall contain:
 - * A summary of the relevant facts;
 - * A determination as to whether the acts complained of constitute harassment as defined in this policy;
 - * Recommended disciplinary action against the respondent, if the acts constitute harassment; and
 - * Recommended measures to remedy or mitigate the harm or loss suffered by the complainant, if the acts constitute harassment.
9. If the panel determines that the allegations of harassment are false, vexatious, retaliatory, or unfounded, their report shall recommend disciplinary action against the complainant.
10. A copy of the report of the case review panel shall be provided, without delay, to both the complainant and the respondent.
11. When determining appropriate disciplinary action and corrective measures, the case review panel shall consider factors such as:
 - * The nature of the harassment;
 - * Whether the harassment involved any physical contact;
 - * Whether the harassment was an isolated incident or part of an ongoing pattern;
 - * The nature of the relationship between complainant and harasser;
 - * The age of the complainant;
 - * Whether the harasser had been involved in previous harassment incidents;
 - * Whether the harasser admitted responsibility and expressed a willingness to change; and
 - * Whether the harasser retaliated against the complainant.
12. In recommending disciplinary sanctions, the panel may consider the following options, singly or in combination, depending on the severity of the harassment:

- * A verbal apology;
 - * A written apology;
 - * A letter of reprimand from the sport organization;
 - * A fine or levy;
 - * Referral to counseling;
 - * Removal of certain privileges of membership or employment;
 - * Demotion or pay cut;
 - * Temporary suspension with or without pay;
 - * Termination of employment or contract; or
 - * Expulsion from membership.
13. Where the investigation does not result in a finding of harassment, a copy of the report of the case review panel shall be placed in the harassment officer's files. These files shall be kept confidential and access to them shall be restricted to the O.R.A. (director responsible for this policy), the senior staff member, and harassment officers.
 14. Where the investigation results in a finding of harassment, a copy of the report of the case review panel shall be placed in the personnel or membership file of the respondent. Unless the findings of the panel are overturned upon appeal, this report shall be retained for a period of ten (10) years, unless new circumstances dictate that the report should be kept for a longer period of time.
 15. Where a person believes that a colleague has experienced or is experiencing harassment and reports this belief to a harassment officer, the officer shall meet with the person who is said to have experienced harassment and shall then proceed in accordance with Section 22.
 16. Both the complainant and respondent shall have the right to appeal the decision and recommendations of the case review panel. A notice of intention to appeal, along with grounds for the appeal, must be provided to the chairperson of the case review panel within fourteen (14) days of the complainant or respondent receiving the panel's report.

17. Permissible grounds for an appeal are:
 - * The panel did not follow the procedures laid out in this policy;
 - * Members of the panel were influenced by bias; or
 - * The panel reached a decision which was grossly unfair or unreasonable.
18. In the event that a notice of appeal is filed, the O.R.A. (director responsible for this policy) and senior staff member shall together appoint a minimum of three (3) members to constitute the appeal body. This appeal body shall consist of at least one woman and at least one man. These individuals must have no significant personal or professional involvement with either the complainant or respondent, and no prior involvement in the dispute between them.
19. The appeal body shall base its decision solely on a review of the documentation surrounding the complaint, including the complainant's and respondent's statements, the reports of the harassment officer and the case review panel, and the notice of appeal.
20. Within ten (10) days of its appointment, the appeal body shall present its findings in a report to the O.R.A. (director responsible for this policy) and senior staff member. The appeal body shall have the authority to uphold the decision of the panel, to reverse the decision of the panel, and/or to modify any of the panel's recommendations for disciplinary action or remedial measures.
21. A copy of the appeal body's report shall be provided, without delay, to the complainant and respondent.
22. The decision of the appeal body shall be final.
23. This policy was approved by O.R.A. Board of Directors on October 3, 1997.
24. This policy shall be reviewed by O.R.A. (director responsible for this policy) and senior staff member on an annual basis.

17. MANAGEMENT VOLUNTEER ORIENTATION GUIDE

Introduction

With the start of each New Year a new Board of Directors and new Program Committees are formed to co-ordinate and administer the business aspects, programs and activities of Ringette in Ontario. With this territory comes a great deal of responsibility. It is hoped that this Orientation Guide will serve as a useful tool to orient you to the procedures, which are directly related to your position as a Management volunteer of the Ontario Ringette Association. The Orientation Guide is intended to mirror the O.R.A. Operating Manual. In areas where the two documents conflict, the Operating Manual will take precedence. Where there is no reference in the Operating Manual, the Management Volunteer shall adhere to the Orientation Guide.

The Ontario Ringette Association is a Corporation under the Act. We are non-share, not for profit. We are a business, and must fulfil all obligations of the Corporations Act, and the Employment Standards Act.

Section 283, Subsection (1) indicates that “affairs of the Corporation shall be managed by a Board of Directors”. Subsection (3) indicates that “no business of a Corporation shall be transacted by its directors except in a meeting of directors at which a quorum of the Board is present. “The above section of the Act indicates that the powers within a Corporation are specifically and mandatorily those of a Board of Directors and it indicates that, in law, the residual powers of a Corporation are reserved to the Board of Directors. Residual powers are all of those powers or rights, which are not specifically delineated within the by-laws of the Corporation. The Board of Directors must approve every matter or every item of business that the Corporation transacts.

Members and Directors should realize that the intent of the statute and the by-laws of the Corporation are to allow the Corporation to transact business in the best interests of all members within the jurisdiction of the Corporation.

Section 283 of the Act indicates that all affairs of a Corporation shall be managed by a Board of Directors, so one must realize that any resolution that comes forward to a meeting of Committees, or a meeting of Members, only indicates the desires and feelings of the members of the Committee, or the general membership. The specific resolution itself, or its wording, or even its intent, is not binding on the Board of Directors. The Board of Directors must undertake to develop policy to reflect the members’ needs, while keeping the laws of the Act, and all other legalities in mind.

All acts taken by the Board of Directors must be ratified at the General Meeting of the Corporation in order for them to become policy.

Throughout the course of the year, you will experience situations and activities, which require specific guidelines. Key areas of responsibility, co-ordination and position mandate have been briefly explained in this Guide. As the season unfolds, the experience you gain will guide you through areas that have not been discussed.

Roles and Responsibilities

Board of Directors

The O.R.A. Board of Directors consists of eleven (11) Members (save and accept when a Past President is active). They have the mandate “to administer the affairs of the O.R.A.”.

As a Director of the O.R.A., your duties will entail the administration of your specific Region or Program, work on Ad Hoc Committees and overall contribution to the Board of Directors. As the Organization Chart (see Operating Manual) indicates, lines of authority are set and should be adhered to. The role of Director is not an easy one. Individually, and as a group, you are fully accountable to the members. At times, this can be very difficult, as a number of “hats” must be worn.

Director

You are a Director of an Incorporated Company. Your actions and opinions must be in the best interest of that Company, financially and ethically.

Officer

As an Officer you will hold one of the following positions: President, V. P. Communications, V. P. Finance, V. P. Administration or V. P. Technical. You will have specific mandates in the day-to-day operation of the sport. As a collective group you form the Executive Committee for the Corporation and are afforded specific legal and financial powers of authorization. See Executive Committee on Page 3. headed Committees.

Regional Director

You are a Director of your Region and, as such, serve as the focal point for communication between the Membership and the Board of Directors. It is extremely important that this communication link be utilized as effectively as possible in order that the Board may be an informed decision-maker.

Parent, Coach, Official or Player

Your Local Association affiliation is probably the most difficult one to handle. Decisions sometimes have to be made that may be detrimental to your Local Association or even your Region. However, the decision should benefit the Province, as a whole.

Functions

Being a Board Member requires your attendance at various O.R.A. functions throughout the year. They are as follows:

<u>Function</u>	<u>Regional Directors</u>	<u>Officers</u>
Board Meetings	*	*
Regional Directors Meetings	*	
Regional Meetings	*	
Ad Hoc Committee Meetings		*
Annual Conference	*	*
Competitive Events, as assigned	*	*
Conferences, as assigned	*	*
Executive Committee Meetings		*
Standing Committee Meetings		**
**V. P. Administration/V. P. Technical		

With such a myriad of events and activities held over the year, planning is essential to ensure all Board Members, and Staff effectively schedule their time.

Committees

There are several types of Committees that exist within the Ontario Ringette Association, and as a Management volunteer you may sit on one of the following Committees:

- Ad Hoc Committee - exclusively for some understood special purpose
- Standing Committee - Executive, Hall of Fame, Appeals/Complaints, Rules

Standing Committees

Executive Committee

This Committee consists of the President, V. P. Communications, V. P. Finance, V. P. Administration, and V. P. Technical. The Executive Director, or any other Staff, shall attend upon request or demand. The Past President, when in office, is an ex-officio member.

The Committee may exercise all the powers of the Board of Directors in the Management and direction of the affairs of the O.R.A., subject to any restrictions imposed, from time to time, by the Board of Directors. This Committee may make decisions between Board Meetings, if it is really necessary, and will report its actions at the next Board of Directors Meeting. The Executive Committee shall be responsible for the day-to-day administration of the O.R.A. under specifically approved policies and powers delegated by the Board of Directors, By-Laws and Regulations of the Corporation.

The Board of Directors is responsible for the Sport's Professional Staff. The Executive Director, in consultation with the Board, is responsible for office management, staff hiring and orientation, as well as performance appraisals, sick time, benefits and vacation. The employment of the Executive Director requires the approval of the full Board of Directors. Strict guidelines stipulated by the Employment Standards Act must also be adhered to when hiring and dismissing professional staff.

No Executive Member may make a major financial decision unilaterally. Financial officers, with signing authority, are appointed each year. Additional signing officers may be named, if required.

Ad Hoc Committees

The Board of Directors, from time to time, appoints Ad Hoc Committees. Ad Hoc Committees are implemented for a specific time period. Ontario Ringette presently recognizes the following Committees: Management, Finance and Elite Development.

These Committees are implemented for specific periods of time and are permanent Committees of the organization. Each Committee's make-up is defined in the Operating Manual.

By-Laws/Regulations

The Board of Directors, with input from the Standing Committees and Membership, may develop or amend By-Laws and Regulations each year for presentation at the Annual General Meeting.

New regulations and/or amendments may be passed by the Board of Directors at regularly scheduled meetings. However, formal approval is necessary at the A.G.M.

By-Laws: May be amended. However, the amendments cannot be acted upon until they are approved by a two-third majority vote of the Membership at a General Meeting of the Members.

Regulations: May be amended, and can be officially acted upon, throughout the season. However, the Membership, at a General Meeting of the Members, must approve them.

They, then, become policy.

Appointed Positions

Volunteer Recognition Chair

Appointed by the Board of Directors, serves a one-year term. This appointment can be made from within or outside of the Board of Directors. The position (Chair) and his/her appointed Committee develop and implement volunteer recognition activities throughout the season. They are responsible for the proceedings of the Volunteer Recognition Dinner held at the A.G.M. The Chair (and his/her appointed Committee) shall work closely with the Program Co-ordinator and/or the Executive Director, V. P. Administration and V. P. Technical. This Committee is responsible for determining the highest volunteer honors and will ensure that appropriate time and research are given in the selection and presentation of each award. For further details, please see the Operating Manual.

Meetings

Board of Directors

Meet a minimum of four (4) times per year. The Board of Director's Meetings start on the Saturday morning. Each Director is brought in on the Friday night. If agreed to, the Meeting may start on Friday evening.

The full Board meets on the Saturday morning and the meeting usually runs until the dinner hour. The Meeting is then reconvened Sunday morning until approximately 2:00 p.m. At times, the Board may be required to reconvene after dinner on Saturday. Sunday may also be extended to 4:00 p.m. to cover important Agenda items.

Preamble

Executive Members, Staff, Regional Directors and Program Chairs must submit a written report for each meeting that they attend. In order for reports to be circulated for review, they should be into the office a minimum of two weeks prior to the meeting. Reports received following the due date will be duplicated and made available at the meeting. The report should outline the progress of the Management Volunteer in his/her activities, Ad Hoc Committees, and any other areas of responsibility. The Management Volunteer may also put forth motions based on input from these areas of responsibility. In addition, Management Volunteers may propose motions based on the staff report as they (staff) are ineligible to put forth motions.

The Regional Directors' primary method of communication to the Board is through ongoing Regional Committee Meeting Minutes. The minutes should be circulated promptly with a copy automatically being sent to the O.R.A. office. Regional Meeting Minutes will be circulated to all Program Chairs so they may stay in touch with the Regional program process. It is also the Regional Directors' responsibility to ensure that their Program Co-ordinators copy their Regional Reports to their respective Program Chair.

Reports should be typed. If not possible, reports written legibly with a black pen are acceptable.

Preparation

Read minutes from the previous meeting and make note of any errors or omissions. Be prepared with any business arising from the minutes. If you are appointed to follow through with any actions determined at the previous meeting, make sure you do so. Report at the next meeting, or, by memorandum, prior to the next meeting, if it is necessary. **Note:** An itemized task to do list should be made available at the end of each set of Meeting Minutes. This will provide “easy reference” for multiple tasks.

If questions have been directed to you from other Board Members, Program Chair or the Staff Reports, come prepared to present your answers during your report.

At times, Regional Directors will be required to canvas the members within their Region, and Program Chairs will be required to canvas their Committee Members, to obtain an informal “general consensus”. Do not guess on your members’ behalf. Make the effort to contact each of them. (Note: When canvassing Regions, it is advisable to delegate a portion of this task to your Vice-President or other members of your Regional Board).

Regional Directors are responsible for submitting a list of Regional Meeting dates, as well as submitting Regional Meeting Minutes on a timely basis. Your compliance to these requests, enables your staff to effectively plan administrative aspects such as mailings, and planning aspects required to complete reports for the Board and the Ministry.

Pre-Meeting Package

Management Volunteers will be sent a pre-meeting/information package, which should be read upon receipt. Under normal circumstances you will receive the following:

- Agenda
- Meeting Venue
- Room Arrangements
- Flight Arrangements (if applicable)
- Member Reports
- Information requests from Committees
- Correspondence relating to agenda items

Note: Previous Meeting Minutes will be available upon request.

When we say “under normal circumstances”, this means information that is received by the office in time for the meeting. In other cases, the information package could be sent in two separate mailings. This usually happens when there is a lot of information. Extenuating circumstances may arise causing late packages. Patience and understanding are certainly requirements of your position.

Arrangements

All meetings will be held in the vicinity of the Toronto International Airport, unless otherwise stated (Airport Strip involving Dixon and Carlingview Roads). Costs are monitored closely by the Finance Committee. Therefore, it is not uncommon that meetings may be held in different hotels on the strip. In booking hotels, staff do their best to avoid hotels that receive an unfavourable review from the Board.

All meeting venues, travel, and accommodation arrangements are made through the O.R.A. office.

All Management Volunteers will be expected to stay overnight, due to the length of some meetings. This also provides an opportunity to interact socially, which assists in a good working relationship. There will be two people booked in a room whenever possible. Special requests for accommodations must be submitted four (4) weeks prior to the meeting. Those specifically requesting single rooms, when they could be paired, shall be responsible for half the cost of the room. Rooms cancelled without notice shall be the responsibility of that person.

Travel to Board Meetings shall be arranged by the most economical method. Those Management Volunteers residing in Northwest, Northeast and Eastern Region shall not be expected to drive, unless they wish. Most flights are booked four (4) weeks in advance to capitalize on seat sales, and are non-refundable, once ticketed. Cancellation of tickets after the required notification date shall be the responsibility of that person, if credit cannot be obtained.

Conduct and Procedures

The agenda will be adhered to, as strictly as possible. However, if implementation of programs or business administration would be hindered due to protocol, then protocol shall be waived at the discretion of the Chair of the meeting. Items to be placed on the meeting agenda are to be given to the V. P. Communications for the Board Meeting, and approved for circulation by the President, at least two (2) weeks prior to the meeting. If agenda items are to be added at the meeting, then the Board shall decide, as a group, whether the item will be added.

The first item of business shall be the roll call of members and determination of the presence of a quorum. The Board meeting shall be conducted in accordance with Roberts Rules of Order. It is the duty of the meeting Chair, President in the case of Board Meetings, to enforce the rules of order, and oversee proceedings. Board members should also insist that the Chair keep the meeting flowing at an adequate pace so that all agenda items receive appropriate discussion time.

Raising of member's hands should be recognized by the Chair as they desire to speak on the topic at hand. Please do not speak without being acknowledged by the Chair. This prevents a monopoly by more vocal Board members, and prevents considerable wastage of valuable time. If speaking for or against a motion or recommendation, please do not

REVISED SEPT. 12, 1998

repeat what has already been said, but state that you are in agreement, or not in agreement, with the previous speaker's comments.

Do not "chit-chat" with your neighbour while someone is speaking. This will not be tolerated by the Chair.

It is important that you feel free to express your true opinions. It is also very important to ask for an explanation if you are not sure about the item being discussed. Do not be shy or intimidated by more vocal Board Members. Do not feel that you are asking stupid questions. No one knows, or understands, everything all of the time and, most certainly, no question is stupid if an item can be clarified for an individual.

The most important factor is that the Board works together as a team. During discussion, argue your point as strongly as you wish. However, once the vote, or general consensus, has been reached, even if it does not agree with your opinion, you are obligated to support it on behalf of the Board.

Board Meeting decisions will be circulated within ten (10) business days following the meeting, in the form of Corporate Minutes.

Confidentiality, and integrity, are essential in the position you hold. Discussion in the meeting room must be held in the strictest confidence. Discussions **MUST NOT** be relayed to anyone outside the Meeting. Corporate Minutes of the Board of Directors are copied to the Registered Members. Detailed Board of Director Meeting Minutes are for the use of the Board only and are not to be circulated, or discussed, outside of the Board of Directors. Program Committee Meeting Minutes are for their use and the Board of Directors only, and are not to be circulated to the general membership. Specific information resulting from Program Committee Meetings shall be made public through Membership Notices and through the Program Regulations found in the Operating Manual.

The reason for not circulating detailed meeting minutes to the membership is to avoid misinterpretation as to why certain motions/recommendations were carried or defeated. Waiting for the Corporate Minutes to be circulated also gives the Management volunteer the time needed to prepare communiqués or prepare material required to implement a decision.

Standing Committees

Standing Committee Meetings shall be held consistently on the second weekend in August and the third weekend in April.

Financial Management

Annual Budget Preparation

Annual Budget preparation, for the following season, begins in the spring of each year. The Program Committees submit their yearly Program Activity Plan with budget requests to the V. P. Finance. A draft budget is circulated to the Finance Committee and Board of Directors for review and input.

This draft budget forms the basis of the concurrent MCCR Grant Application. The Board of Directors then approves the draft budget. Initial approval is given which authorizes the grant submission to be completed and ready for submission to the Ministry. Grant approval may or may not be issued prior to the O.R.A. Annual General Meeting. The final budget adjustments are made, and the Board-approved budget is circulated to the membership at least two (2) weeks prior to the A.G.M. At the Business Meeting, the budget is approved for implementation the following season. Should Ministry Grant approval be given prior to the A.G.M., the budget is adjusted accordingly. However, if approval is not received prior to the A.G.M., then adjustments are explained at year-end through notation.

Over-spending

Every effort must be made to plan carefully. Should an activity or program have the potential of over-spending, it must have the approval of the Finance Committee. Where funds have been exhausted, and an activity is still in progress, participants are informed by the V. P. Finance through the Program Vice-President and Program Chair that expenses shall be their responsibility.

Expenses

A separate Expense Form is to be completed for each meeting, clinic, activity or administrative cost incurred. Expense Forms are authorized by the appropriate volunteer and sent to the office. No Expense Claims can be self-authorized.

i.e.: Program Chair -> Vice-President authorizes expense
V. P. Finance -> President authorizes expense and vice versa

All expenses must be submitted within thirty (30) days of incurring them, or they will not be eligible for reimbursement. (Exception: telephone bill may be submitted within sixty (60) days of the actual billing date).

Payment of Expenses

Payment of expenses is done on a regular basis. Where a receipt is necessary, and not attached, that amount will be deducted from the claim.

Outstanding account receivable with O.R.A. will be deducted from that person's claim.

Meals

Breakfast – on approved O.R.A. business prior to 8:30 a.m.

Lunch – on approved O.R.A. business between 11:00 a.m. and 2:00 p.m.

Dinner – on approved O.R.A. business after 5:30 p.m.

Accommodations

1. Accommodations shall be booked through the O.R.A. office.
2. The office must be contacted at least one (1) month before the scheduled meeting to include special accommodation requirements.
3. All rooms will be paid for by Ontario Ringette. PLEASE DO NOT PAY FOR YOUR OWN ROOMS (unless rooms are required for clinics).
4. All rooms will be double – two (2) in a room, unless number and/or gender attending indicate a single room. Those people specifically requesting a single shall be responsible for additional room costs.
5. Any items, such as telephone calls, room service, etc., should be paid for by the individual before checking out of the hotel. If not, expenses will be deducted from the individual's expense claim.
6. If you find it necessary to cancel, please let the office know by the specified time given when you are informed of the meeting. If cancellation is made in the required time your room will be cancelled at no charge. Your Region or you, personally, will be charged for last minute cancellations.
7. To be eligible for accommodations for a day or evening meeting, an individual must travel a minimum of 100km one (1) way (exception two-day meetings). Please note common sense prevails regarding weather conditions.

Policy Re: Airfare

All air reservations should be made through the O.R.A. office, a minimum of one (1) month in advance. Tickets will be delivered to the person to whom the reservation is registered.

Communications

Telephone, courier, and postage costs will be paid. If phone calls have to be made, keep them short and limited to low rate times whenever possible. Copies of the phone bill with Ringette calls highlighted, name of the person called and program to charge to, must be noted on the bill. These must be submitted with the expense claim, as well as receipt for postage, courier, copying, etc. **Note:** The business office has been given strict instruction not to accept collect calls. You must use your own number and claim in the usual manner.

Administration

Correspondence

All correspondence, both incoming and outgoing, must be directed through the Ontario Ringette Association business office, unless otherwise directed.

REVISED MAY 8, 1998

All correspondence will be circulated to the appropriate party for response. On behalf of the organization, an acknowledgement letter will be forwarded indicating a response is forthcoming. On correspondence you receive from the business office, you will be notified of the action required. It is your duty to comply with the action necessary.

The President and V. P. Communications receive a copy of all incoming and outgoing correspondence when requested. Directors only receive correspondence specifically relating to their Region or position.

Business Office

Office hours are from 8:30 a.m. to 4:30 p.m., unless otherwise notified, (i.e. summer hours). Staff lunch breaks are staggered, so that someone is available to answer phone calls at all times.

During Staff Meetings (all staff attends), the O.R.A. phone lines are put on the answering machine. Please leave detailed messages when this occurs.

It is suggested that visitors attending the O.R.A. office call before arriving so that office staff can be available.

Should any Management Volunteer require work to be done by the staff, he/she must go through the appropriate channels. All work is to be routed through the Executive Director. Should a Management Volunteer have a complaint regarding a staff member, other than the Executive Director, they are to speak with the Executive Director, or President, when the complaint involves the Executive Director.

All programs and activities of the organization are supervised, administratively, by the professional staff. It is the staff's mandate to research information and develop "options" for the various Committees. It is at the Committee level decisions are made. Staff is responsible for office procedural decisions only. In other words, it is their duty to decide on the most efficient and effective method to administer Program and Board decisions. Please do not expect staff to make decisions on your behalf or to provide you with an interpretation that should be made by specific Committees. Staff are instructed to redirect all questions and/or interpretations to the appropriate Management Volunteer.

Each staff member is responsible for various program areas and must manage their time equally between programs and organizational priorities. Please remember that your program or activity may not always take precedence over another program.

Conclusion

The key to an organization's success is the dedication Management Volunteers put into their positions. Those who are willing to put a great deal of time and effort into their position will benefit through personal satisfaction. In these very important positions you hold, you must be willing to take the bull by the horn and initiate ideas, rather than wait for someone to tell you what to do. There are various documents that will assist you

throughout the year, such as the Operating Manual, Program Activity Plans, Three Year Organizational Plan and Financial Statements. These documents form the basis of your position mandate and should be followed as closely as possible. Monitor them carefully, in relation to your specific area. Should you see any discrepancies or loopholes, be sure to bring them to the Management Team's attention.

Members will look up to you with respect and trust in your ability to manage the sport. You should always speak positively of your colleagues and the organization. Encourage those who may be having difficulty with Regulations and listen to your Memberships' concerns. Membership, along with all levels of Management, at one time or another, is going to make mistakes...No one is perfect! Each of you should feel confident to make decisions and take action knowing that you will have full support from the Management Team.

Share your ideas with your colleagues, regardless of how small or outrageous they may seem. The art of being firm and consistent, while showing flexibility, in the management of sport, takes teamwork. Excellent teamwork is a result of good communication, tactics, hard work, and, more importantly, being able to have fun and enjoy your term. Volunteering in an organization of this magnitude certainly is no easy task. There are good times to be had. Help prevent your Meetings and Events from becoming all work and no play.

.....and remember, we are all working together to provide our members with a safe, and enjoyable, environment to participate in.

18. STANDING COMMITTEE ORIENTATION GUIDE

Preamble:

This guide has been developed to assist our Standing Committees. Every effort has been made to include pertinent information that will ensure a rewarding experience for the Volunteer, and provide the Board of Directors with positive solutions to our members' needs.

Please note that this guide does not overrule policy that is communicated through Ontario Ringette's Operating Manual, and through the Corporate Minutes of the Board of Directors Meetings. In the case of a discrepancy, the Operating Manual and the Board of Directors Minutes must be adhered to.

Introduction

So – you have decided to be a volunteer, and you have chosen the program that you are interested in. What now?

First, thank you, on behalf of the members of the Ontario Ringette Association. All of us appreciate your dedication.

Second, you are not alone. Each Standing Committee is comprised of a representative from each of Ontario's six (6) Regions, (Central, Eastern, Northeastern, Northwestern, Southern and Western) as well as a Program Chair. The Board of Directors appoints the Program Chair.

Third, you have a part in the decision-making process. You are responsible for bringing the needs of the members in your Region to your Committee for discussion. Your Committee, in turn, is responsible for ensuring that the Board of Directors receive the direction required to implement a policy to suit the needs.

Finally, you can be proud of the trust that has been placed in you. Our members have made an excellent choice!

The Ontario Ringette Association is a Corporation under the Act. We are non-share, not for profit. We are a business, and must fulfil all obligations of the Corporations Act, and the Employment Standards Act.

Section 283, subsection (1) indicates that "affairs of the Corporation shall be managed by a Board of Directors". Subsection (3) indicates that "no business of a Corporation shall be transacted by its directors except in a meeting of directors at which a quorum of the Board is present. "The above section of the Act indicates that the powers within a Corporation are specifically and mandatorily those of a Board of Directors and it indicates that, in law, the residual powers of a Corporation are reserved to the Board of Directors. Residual powers are all of those powers or rights, which are not specifically

delineated within the by-laws of the Corporation. The Board of Directors must approve every matter or every item of business that the Corporation transacts.

Members and directors should realize that the intent of the statute and the by-laws of the Corporation is to allow the Corporation to transact business in the best interests of all members within the jurisdiction of the Corporation.

Section 283 of the Act indicates that all affairs of a Corporation shall be managed by a Board of Directors, so one must realize that any resolution that comes forward to a meeting of Committees, or a meeting of Members, only indicates the desires and feelings of the members of the Committee, or the general membership. The specific resolution itself, or its wording, or even its intent, is not binding on the Board of Directors. The Board of Directors must undertake to develop policy to reflect the members' needs, while keeping the laws of the Act, and all other legalities in mind.

All acts taken by the Board of Directors must be ratified at the General Meeting of the Corporation in order for them to become policy.

Program Standing Committee Chair:

Purpose:

- to ensure that the mandate of each Standing Committee is fulfilled within the framework of Ontario Ringette's Constitution, By-Laws and Policies.

Responsibilities:

- to prepare an agenda for their Standing Committee meetings. It is important that the agenda be reasonable, keeping in mind the timeframe of the meeting itself.
- to forward the agenda a minimum of two (2) weeks prior to the scheduled meeting to the business office for duplication and distribution.
- to attend all meetings of the Chairs of the Standing Committees.
- to arrive at the scheduled meeting promptly and well prepared.
- to provide an orientation for new Committee Members.
- to conduct the Committee's Meeting using acceptable procedures, keeping in mind that Robert's Rules of Order will be invoked in case of dispute.
- to enforce decorum, bearing Ontario Ringette's image in mind.

- to bring members' concerns to the Board of Directors through duly made motions, with accompanying rationale.
- to communicate with your Vice-President. Do not wait for the Vice-President when you have a concern that requires attention. It is your obligation to ensure that your Vice-President has up-to-date information.
- to accept decisions made by the O.R.A. Board of Directors.
- to communicate Board decisions to the members of your Committee.
- to assist your Vice-President in creating communication tools.
- to maintain the section of the Operating Manual pertaining to your program.
- to ensure that policy does not conflict with other Committees.
- to co-ordinate the formation of the strategic plan as it pertains to your program, ensuring that the plan follows the vision of Ontario Ringette for a three-year timeframe.
- to monitor the strategic plan and co-ordinate the year-end evaluation of the plan.
- to co-ordinate the budget for your Committee, and to communicate the budget to the Vice-President Finance in a timely manner.
- to collect, verify, and authorize all expense claims submitted by members of your Committee.
- to ensure that all members of your Committee prepare written reports for each meeting that they attend. Copies of the reports must be made available to every member of the Committee, to the Vice-President in charge of the program, and to the President of Ontario Ringette.
- to arrange for minutes to be taken for every meeting of your Committee. Said minutes must include: - names of those present; adoption of the agenda; acceptance of the previous meeting minutes; reports from each member; motions (including names of mover and seconder); budget discussion; strategic plan discussion; correspondence review (if any); new business, and any other items transacted.

- to review the minutes immediately upon completion of the meeting with your Vice-President. You must make sure that your intentions are clearly understood by the Vice-President so that an honest presentation will be made to the Board of Directors on your behalf.
- to deliver relevant meeting materials to your Vice-President immediately after your meeting. It is very important to communicate with the Board in a timely manner.
- to communicate the wishes of the majority of the Committee, regardless of personal opinion.
- to arrange for a replacement Chair should you need to be absent from the meeting. Keep in mind that the Chair of the Committee votes only in the case of a tie. Choosing a Regional Co-ordinator to replace the Chair erases the vote for that Region. Speak to your Vice-President for suggested solutions.
- to provide your Vice-President with the information necessary when the office staff are expected to administer a project. Never direct the staff personally.
- to monitor Regional activities to ensure that Ontario Ringette's policies are being upheld.
- to maintain the image of the Ontario Ringette Association at all times by acting in the best interest of Ringette.

Regional Program Co-ordinator:

Purpose:

- to bring the issues of their respective Region to their Committee's attention, and to communicate Ontario Ringette Policy to the members of their Region.

Responsibilities:

- to read the agenda for their meeting.
- to arrive at the meeting prepared to address agenda items, keeping Ontario Ringette's By-Laws, Constitution and Policies in mind.
- to submit a written report two weeks prior to the scheduled meeting date. This will allow the staff the time necessary to copy and distribute each report. Should you be unable to have your report prepared on time, you must bring sufficient

copies to your meeting for each Committee member, the applicable Vice-President and the O.R.A. President.

- to ensure that direction comes to the Board via properly made motions, including the rationale for the request.
- to accept decisions made by the O.R.A. Board of Directors.
- to assist your Chair in the preparation of communication vehicles. i.e: Ref-O-Gram, Coaches' Corner, RingFormation, Membership Notices, etc.
- to assist in the maintenance of your Section of the Operating Manual.
- to ensure consistent policy through other Standing Committees, when necessary.
- to assist in the formation of the three-year strategic plans as it affects your Committee.
- to assist in monitoring your strategic plan.
- to assist in the production of the annual budget for your Committee.
- to submit all expense claims to your Committee Chair in a timely fashion.
- to ensure that properly recorded minutes are taken at every meeting you attend.
- to review the minutes with your Committee prior to submission to your Vice-President.
- to insist that the Chair remains impartial, acting in the best interest of Ringette at all times.
- to go through your Chair whenever you require something to be done by the office staff.
- track clinic and resource finances for Grant Application purposes.
- to maintain the image of the Ontario Ringette Association at all times by acting in the best interest of Ringette.

By-Laws/Regulations:

The Board of Directors, with input from the Standing Committees and Membership, may develop or amend By-Laws and Regulations each year for presentation at the Annual General Meeting.

The Board of Directors may pass new regulations and/or amendments at regularly scheduled meetings. However, formal approval is necessary at the A.G.M.

By-Laws: May be amended. However, the amendments cannot be acted upon until they are approved by:

- 1) a 2/3 majority vote of the Board of Directors, and
- 2) a 2/3 majority vote of the Membership at a General Meeting of the Members.

Regulations: May be amended, and can be officially acted upon, throughout the season. However, the Membership, at a General Meeting of the Members, must approve them.

They, then, become policy.

Pre-Meeting Package:

Management Volunteers will be sent a pre-meeting/information package, which should be read upon receipt. Under normal circumstances you will receive the following:

Agenda
Meeting Venue
Room Arrangements
Flight Arrangements (if applicable)
Member Reports
Information requests from Committees
Correspondence relating to agenda items

Note: Previous Meeting Minutes will be available upon request.

When we say “under normal circumstances”, this means information that is received by the office in time for the meeting. In other cases, the information package could be sent in two separate mailings. This usually happens when there is a lot of information. Extenuating circumstances may arise causing late packages. Patience and understanding are certainly requirements of your position.

Arrangements:

All meetings will be held in the vicinity of the Toronto International Airport, unless otherwise stated (Airport Strip involving Dixon and Carlingview Roads). Costs are monitored closely by the Finance Committee. Therefore, it is not uncommon that meetings may be held in different hotels on the strip. In booking hotels, staff does their best to avoid hotels that receive an unfavorable review from the Board.

All meeting venues, travel, and accommodation arrangements are made through the O.R.A. office.

All Committee Members will be expected to stay overnight, due to the length of some meetings. This also provides an opportunity to interact socially, which assists in a good working relationship. There will be two people booked in a room whenever possible. Special requests for accommodations must be submitted four (4) weeks prior to the meeting. Those specifically requesting single rooms, when they could be paired, shall be responsible for half the cost of the room. Rooms cancelled without notice shall be the responsibility of that person.

Travel to Committee Meetings shall be arranged by the most economical method. Travel: Chairs – arrange their own. Co-ordinators – Region arranges. Those Committee Members residing in Northwest, Northeast and Eastern Region shall not be expected to drive, unless they wish. Most flights are booked four (4) weeks in advance to capitalize on seat sales, and are non-refundable, once ticketed. Cancellation of tickets after the required notification date shall be the responsibility of that person, if credit cannot be obtained.

Conduct and Procedures:

The agenda will be adhered to, as strictly as possible. However, if implementation of programs or business administration would be hindered due to protocol, then protocol shall be waived at the discretion of the Chair of the meeting. Items to be placed on the meeting agenda are to be given to the Chair for the Committee Meeting, and approved for circulation by the Chair, at least two (2) weeks prior to the meeting. If agenda items are to be added at the meeting, then the Committee shall decide, as a group, whether the item will be added.

The Chair should recognize raising of member's hands as they desire to speak on the topic at hand. Please do not speak without being acknowledged by the Chair. This prevents a monopoly by more vocal Committee Members, and prevents considerable wastage of valuable time. If speaking for or against a motion or recommendation, please do not repeat what has already been said, but state that you are in agreement, or not in agreement, with the previous speaker's comments.

Do not "chit-chat" with your neighbour while someone is speaking. The Chair will not tolerate this.

It is important that you feel free to express your true opinions. It is also very important to ask for an explanation if you are not sure about the item being discussed. Do not be shy or intimidated by more vocal Committee Members. Do not feel that you are asking stupid questions. No one knows, or understands, everything all of the time and, most certainly, no question is stupid if an item can be clarified for an individual.

The most important factor is that the Committee works together as a team. During discussion, argue your point as strongly as you wish. However, once the vote, or general consensus, has been reached, even if it does not agree with your opinion, you are obligated to support it on behalf of the Committee.

Annual Budget Preparation:

Annual Budget preparation, for the following season, begins in the spring of each year. The Program Committees submit their yearly Program Activity Plan with budget requests to the V. P. Finance. A draft budget is circulated to the Finance Committee and Board of Directors for review and input.

This draft budget forms the basis of the concurrent MCCR Grant Application. The Board of Directors then approves the draft budget. Initial approval is given which authorizes the grant submission to be completed and ready for submission to the Ministry. Grant approval may or may not be issued prior to the O.R.A. Annual General Meeting. The final budget adjustments are made, and the Board-approved budget is circulated to the membership at least two (2) weeks prior to the A.G.M. At the Business Meeting, the budget is approved for implementation the following season. Should Ministry Grant approval be given prior to the A.G.M., the budget is adjusted accordingly. However, if approval is not received prior to the A.G.M., then adjustments are explained at year-end through notation.

Over-Spending:

Every effort must be made to plan carefully. Should an activity or program have the potential of over-spending, it must have the approval of the Finance Committee. Where funds have been exhausted, and an activity is still in progress, participants are informed by the Vice-President Finance through the Program Vice-President and Program Chair that expenses shall be their responsibility.

Expenses:

A separate Expense Form is to be completed for each meeting, clinic, activity or administrative cost incurred. Expense Forms are authorized by the appropriate volunteer and sent to the office. No Expense Claims can be self-authorized.

- i.e.: Program Chair -> applicable Vice-President authorizes expense
- V.P. Finance -> President authorizes expense and vice versa

All expenses must be submitted within thirty (30) days of incurring them, or they will not be eligible for reimbursement. (Exception: telephone bill may be submitted within sixty (60) days of the actual billing date).

Payment of Expenses:

Payment of expenses is done on a regular basis. Where a receipt is necessary, and not attached, that amount will be deducted from the claim.

Outstanding account receivables with O.R.A. will be deducted from that person's claim.

Meals:

Breakfast – on approved O.R.A. business prior to 8:30 a.m.

Lunch – on approved O.R.A. business between 11:00 a.m. and 2:00 p.m.

Dinner – on approved O.R.A. business after 5:30 p.m.

Accommodations:

1. Accommodations shall be booked through the O.R.A. office.
2. The office must be contacted at least one month before the scheduled meeting to include special accommodation requirements.
3. Ontario Ringette will pay for all rooms. PLEASE DO NOT PAY FOR YOUR OWN ROOMS (unless rooms are required for clinics).
4. All rooms will be double – two in a room, unless number and/or gender attending indicate a single room. Those people specifically requesting a single shall be responsible for additional room costs.
5. The individual should pay for any items, such as telephone calls, room service, etc., before checking out of the hotel. If not, expenses will be deducted from the individual's expense claim.
6. If you find it necessary to cancel, please let the office know by the specified time given when you are informed of the meeting. If cancellation is made in the required time your room will be cancelled at no charge. Your Region or you, personally, will be charged for last minute cancellations.
7. To be eligible for accommodations for a day or evening meeting, an individual must travel a minimum of 100km one way (exception two-day meetings). Please note common sense prevails regarding weather conditions.

Policy Re: Airfare:

All air reservations should be made through the O.R.A. office, a minimum of one month in advance. Tickets will be delivered to the person to whom the reservation is registered.

Communications:

Telephone, courier, and postage costs will be paid. If phone calls have to be made, keep them short and limited to low rate times whenever possible. Copies of the phone bill with Ringette calls highlighted, name of the person called and program to charge to, must be noted on the bill. These must be submitted with the expense claim, as well as receipt for postage, courier, copying, etc.

Note: The business office has been given strict instruction not to accept collect calls. You must use your own number and claim in the usual manner.

Business Office:

Office hours are from 8:30 a.m. to 4:30 p.m., unless otherwise notified, (i.e. summer hours). Staff lunch breaks are staggered, so that someone is available to answer phone calls at all times.

During Staff Meetings (all staff attends), the O.R.A. phone lines are put on the answering machine. Please leave detailed messages when this occurs.

It is suggested that visitors attend the O.R.A. office call before arriving so that the office staff can be available.

Should any Committee Member require work to be done by the staff, he/she must go through the appropriate channels. All work is to be routed through the Executive Director. Should a Committee Member have a complaint regarding a staff member, other than the Executive Director, they are to speak with the Executive Director, or President, when the complaint involves the Executive Director.

The professional staff supervises all programs and activities of the organization, administratively. It is the staff's mandate to research information and develop "options" for the various Committees. It is at the Committee level decisions are made. Staff is responsible for office procedural decisions only. In other words, it is their duty to decide on the most efficient and effective method to administer Program and Board decisions. Please do not expect staff to make decisions on your behalf or to provide you with an interpretation that should be made by specific Committees. Staff are instructed to redirect all questions and/or interpretations to the appropriate Management Volunteer.

Each staff member is responsible for various program areas and must manage their time equally between programs and organizational priorities. Please remember that your program or activity may not always take precedence over another program.

Meetings:

As a general rule, Program Committees meet twice a year (Ringette season – usually summer and spring). All Committees meet on the same weekend in the same place. This facilitates idea interchange and communication enhancement among Committees. All Program Chairs receive copies of all Committee Agendas and all Committee Minutes.

Program Committee Meetings are structured and timed to facilitate budgeting, regulation development, and strategic planning.

The first meeting (summer) is intended to be an orientation and to be resourceful preparation for the upcoming season. Items for consideration include: Orientation; review of the strategic plan; developing methods to carry out activities contained in the strategic plan; budget review; monitoring the Operating Manual.

The second meeting, held in the spring, is intended to evaluate the season just completed, and to prepare plans for the following season. Items for consideration include: strategic plan evaluation; regulation review and communication through proper motions to the Board of Directors; budget analysis and projection with clear communication to the Vice-President Finance; strategic planning for the upcoming season.

Resource Orders:

During the early summer, the O.R.A. office is expected to inform Ringette Canada of clinic resource requirements for the coming season. The office will request the same information from the respective Regional Co-ordinators for this purpose.

Standing Committee Duties:

Adult Development: shall plan, implement and co-ordinate programs, clinics, resources, and competitive tournaments for the continuing development and attraction of players, coaches and officials specifically to attract members within the age ranges as mandated by O.R.A.

The Adult Development Committee is responsible for:

- making sure that all adult members are properly registered with the Ontario Ringette Association, and that all adult members are insured to Ontario Ringette's specifications.
- seeding of teams into approved Levels of Play.
- promoting and assisting with Provincial Championships in the Intermediate A, Provincial B, Men's and Masters divisions on an annual basis.
- sanctioning all Adult Tournaments held within Ontario Ringette's jurisdiction.
- developing and preparing resource material for the Adult Members, including RingFormation.
- co-ordinating and implementing Coaching and Officiating standards within the parameters of the Adult Program
- co-ordinating the Outreach Program within the parameters of the Adult Program

- initiating the process necessary for holding an Adult Get Away Camp.
- communicating effectively with the Vice-President Administration.
- monitoring the Volunteer Recognition Awards.
- maintaining the integrity of Ontario Ringette.

Coaching Development: shall plan, implement and co-ordinate clinics, programs and resources for the development, upgrading and updating of coaching philosophies and techniques.

The Coaching Development Committee is responsible for:

- implementation of the National Coaching Certification Program through properly regulated clinics.
- ensuring that all Bench Staff registered on sanctioned teams within the jurisdiction of Ontario Ringette is correctly certified by the specified dates.
- communicating discrepancies in Bench Staff qualifications with the Local Association President.
- preventing unqualified Bench Staff from attending Regional and Provincial Championships by communicating this information to the Regional Chair.
- ensuring that all Bench Staff are duly registered with the Ontario Ringette Association and are insured to Ontario Ringette's standards.
- developing and preparing resources for Bench Staff members, including Coaches' Corner.
- assisting with Outreach Activities within Regions, and encouraging new Bench Staff to attain minimum qualifications.
- monitoring suspension penalties served by Bench Staff.
- enforcing Ontario Ringette's Code of Conduct.
- monitoring the Coach of the Year Recognition Award, and the Regional Coach of the Year Recognition Award.
- developing and monitoring the selection process for the Bench Staff for Team Ontario for the Canada Winter Games.

- communicating effectively with the Vice-President Technical.
- maintaining the integrity of Ontario Ringette.

Games and Tournaments: shall plan, implement and conduct the Provincial Championships, and develop competition standards for use at all levels within the Corporation.

The Games and Tournaments Committee is responsible for:

- ensuring that all teams, once registered with the Ontario Ringette Association as “sanctioned teams”, are seeded into one of Ontario Ringette’s competitive levels.
- sanctioning tournaments following Ontario Ringette’s approved criteria.
- developing a list, by date, of sanctioned tournaments to be held within the jurisdiction of Ontario Ringette.
- monitoring the administration of sanctioned tournaments.
- assisting with the Championships held within each Region.
- establishing realistic deadlines for activities within their jurisdiction.
- encouraging Local Associations to apply to host the Provincial Championships.
- ensuring that each Region has a representative in each age group for the Provincial A and the Provincial AA Championships.
- assisting the Host of the Provincial Championships prior to the event.
- paying the registration fee for each Region team attending Provincials, through the appropriate Region, to the business office within the specified time.
- properly selecting Wild Cards for the Provincial Championships through approved Ontario Ringette policy.
- co-ordinating and monitoring sanctioned event rules.
- co-ordinating and monitoring suspension penalties served by players.
- co-ordinating and monitoring tie-breaking procedures.
- developing and monitoring sanctioned event procedures.

- monitoring the protest and grievance procedure for use at Sanctioned Events.
- developing and monitoring violations of the sanctioned rules pertaining to the Games and Tournaments Committee mandate.
- communicating changes to Inter-Provincial play as Ringette Canada issues them.
- informing the business office of the number of teams that will participate at the Provincial Championships within the specified time.
- reviewing and verifying the schedule of games for the Provincial Championships, as established by the office Staff.
- attending the Provincial Championships as an arena supervisor, when authorized by the Board of Directors.
- ensuring that the budget for the Provincial Championships is reasonable, and that it is prepared in a timely fashion for approval by the Board of Directors.
- submitting the names of teams participating in the Provincial Championships, within the time specified, to the business office, for verification of registration status and entry into the Provincial Program.
- monitoring the Ontario Ringette Association Host Guides (Provincial Championships and Tournaments).
- assisting with Outreach activities within Regions.
- communicating effectively with the Vice-President Technical.
- maintaining the integrity of Ontario Ringette.

Membership Services: shall foster the development of a workable plan for Risk Management and Safety in the sport of Ringette. The Committee shall also monitor the ORA registration program including the Release Process to ensure a fair and consistent system is implemented. In addition, Membership Services will maintain communications with our Life Members and Volunteer Recognition Alumni whenever applicable.

The Membership Services Committee is responsible for:

- monitoring the Annual General Meeting guidelines
- monitoring Association jurisdiction.

- monitoring and implementing the Registration Process for all members of Ontario Ringette.
- monitoring Membership classification.
- monitoring and implementing the schedule of Dues and Fees payable to Ontario Ringette.
- maintaining Age Divisions for use by Ontario Ringette, keeping Members' needs in mind.
- co-ordinating/monitoring the Tryout/Release Process, ensuring that the By-Laws and Constitution of Ontario Ringette are adhered to.
- co-ordinating/monitoring the Relocation Process.
- monitoring the Glossary for Ontario Ringette.
- monitoring the Risk Management reporting and recording procedures.
- implementing a Risk Management and Safety procedure.
- communicating Risk Management and Safety issues, policy, and procedure to the Members of Ontario Ringette.
- monitoring the Volunteer Recognition Program, keeping in mind the integrity of the program.
- assisting with Outreach Programs within the Regions, while encouraging proper registration and safety procedures are put in place as soon as possible.
- communicating effectively with the Vice-President Administration.
- maintaining the integrity of Ontario Ringette.

Officiating Development: shall plan, implement and co-ordinate clinics, programs and resources for the development, updating and upgrading of officials, officiating, rules interpretations and rule applications.

The Officiating Development Committee is responsible for:

- organizing and monitoring Officiating Clinics, following Ontario Ringette policy.

- organizing and monitoring on-ice evaluations of officials within the parameters of Ontario Ringette policy.
- developing and preparing resources for Officials registered with the Ontario Ringette Association, specifically the Ref-O-Gram.
- monitoring the certification of all registered Officials within Ontario Ringette's jurisdiction.
- communicating the evaluation process to the members of Ontario Ringette.
- developing and implementing Rules Clinics, as required.
- monitoring the assignment of Officials at sanctioned events within Ontario Ringette jurisdiction.
- monitoring the training of Officiating Instructors and Evaluators.
- monitoring seminars held for Local Association Referees-in-Chief.
- monitoring the selection process for Officials for Provincial Championships.
- scheduling Officials for Provincial Championships, Challenge Cups and Ontario Winter Games.
- assisting with Outreach activities within Regions.
- monitoring the Provincial Official of the Year Recognition Award, and the Regional Official of the Year Award.
- communicating effectively with the Vice-President Technical.
- maintaining the integrity of Ontario Ringette.

Rules Development: shall publicize and communicate to all participants in the Corporation, and shall co-ordinate with all other Committees, any and all planned rule changes, and, in addition, shall seek out proposed rule changes for consideration and recommendation through the appropriate rule change process stated herein.

The Rules Development Committee is established for a one-year term for the purpose of monitoring the Rule Change proposal process during Ringette Canada's Rule Change submission year.

The Ontario Ringette Rule Change process is co-ordinated, monitored and implemented by this Committee. Twelve (12) knowledgeable Members of Ontario Ringette are appointed to be members of the Rules Development Committee.

Sport Development: shall plan, implement and co-ordinate clinics, programs and resources for the development of outreach, promotion and participant skill development.

The Sport Development Committee is responsible for:

- encouraging a member recruiting system through Outreach programs.
- maintaining the school gym ringette and intra-mural ice ringette programs, through Outreach.
- developing and maintaining a player incentive program (Camps, Clinics and Extra Training).
- developing fairplay/play safe programs with support from the Membership Services Committee.
- implementing and maintaining the National Skill Instructor Training Program.
- developing and distributing a marketing package to promote all programs.
- developing approved fundraising activities to lead to self-sufficiency for Ontario Ringette.
- organizing and maintaining publicity and promotional material.
- maintaining the marketing program for Ontario Ringette.
- organizing and implementing publicity for Ontario Ringette activities.
- making use of promotional material available through Ringette Canada.
- maintaining the display unit of Ontario Ringette.
- working with the business office to ensure the success of Eagle Lake Provincial Ringette Camp.
- communicating effectively with the Vice-President Administration.
- maintaining the integrity of Ontario Ringette.

Hall of Fame: shall set standards for the inclusion of candidates in the Hall of Fame, and shall form and be the Selection Committee for candidates, and shall nominate candidates for inclusion in the Hall of Fame.

The Hall of Fame Committee is responsible for:

- ensuring Regional representation on the Provincial Hall of Fame Committee.
- communicating criteria and deadline dates for the Hall of Fame nominations to the Membership of Ontario Ringette.
- ensuring that each nomination received has sufficient information attached in order to give each nomination proper consideration.
- encouraging Regions to co-ordinate a Hall of Fame Committee within the Region.
- encouraging all Standing Committees to submit relevant nominations.
- meeting to decide who will be inducted into the Hall of Fame through proper Board ratification procedure.
- co-ordinating the purchase of awards for the categories ratified by the Board of Directors (Provincial) and by the Regions (Regional).
- offering suggestions to Membership Services for changes to the Volunteer Recognition Program.
- communicating effectively with the Board of Directors.
- verifying the expenditures for awards with the Vice-President Finance.
- co-ordinating the Volunteer Recognition Dinner and presentation ceremony for the Annual General Meeting of Ontario Ringette.
- ensuring that Hall of Fame Alumni are recognized.
- maintaining the list of award winners in the Operating Manual of Ontario Ringette.

Conclusion

The key to an organization's success is the dedication Management Volunteers put into their positions. Those who are willing to put a great deal of time and effort into their position will benefit through personal satisfaction. In these very important positions you hold you must be willing to take the bull by the horn and initiate ideas, rather than wait for someone to tell you what to do. There are various documents that will assist you throughout the year, such as the Operating Manual, Program Activity Plans, Three Year Organizational Plan and Financial Statements. These documents form the basis of your position mandate and should be followed as closely as possible. Monitor them carefully, in relation to your specific area. Should you see any discrepancies or loopholes, be sure to bring them to the Management Team's attention.

Members will look up to you with respect and trust in your ability to manage the sport. You should always speak positively of your colleagues and the organization. Encourage those who may be having difficulty with Regulations and listen to your Memberships' concerns. Membership, along with all levels of Management, at one time or another, is going to make mistakes...No one is perfect! Each of you should feel confident to make decisions and take action knowing that you will have full support from the Management Team.

Share your ideas with your colleagues, regardless of how small or outrageous they may seem. The art of being firm and consistent, while showing flexibility, in the management of sport, takes teamwork. Excellent teamwork is a result of good communication, tactics, hard work, and, more importantly, being able to have fun and enjoy your term. Volunteering in an organization of this magnitude certainly is no easy task. There are good times to be had. Help prevent your Meetings and Events from becoming all work and no play.

19. LEVELS OF AUTHORITY CHART

The purpose of this chart is to be a guideline to let you know where decisions are made regarding a broad range of member issues.

Whenever there are more than one “x” beside an item, keep in mind that the Board of Directors has the final approval on anything pertaining to Provincial matters.

Program Activity	Board of Directors	Stand C'ttee	Chart Mmbr	Reg. Co-ord.	Local Assoc.	Additional Information
ORA Paid Staff						
Executive Director	x					President
Tech Dir/Prog Co-ord/Other	x					Executive Director
Staff Liaison	x					Chosen by Staff
Staff Salary	x					
Staff Benefits	x					
Staff Holidays	x					Executive Director/President
Staff Disputes	x					Staff Liaison
Selection of Management Team						
Executive					x	
Executive Position	x					
Executive Vacancies	x					
Regional Chairs					x	Regional Meetings
Board of Director Appointments	x					
Stand. C'ttee Chairs	x					
Reg. Co-ord. Vacancies			x		x	
Adhoc Committee Chairs	x					
Finances						
Planning	x	x				
Stand. C'ttee Budget Requirements		x				
Budget Allocation		x				Finance Committee initial
Budget Preparation		x				Finance Committee initial
Budget Approval	x					
Budget Ratification					x	Entire Membership
Grant Applications	x					Executive Director
Approve Std C'ttee Exp.		x				Chair/V.P. Finance
Approve Board Expenses	x					V.P. Finance
Approve V.P. Finance Expenses	x					President
Authorization of Expenses	x					V.P. Finance
Authorization of Op. Exp.	x					V.P. Finance
Cheque Sign. Authority	x					Executive Director and Executive
Player Registration & Release						
Player Registration					x	Inter Regional release should be handled as any other release. Releasing Regional Director must deal with Disputed Release.
Player Release					x	
Release Approval			x			
Disputed Release			x			

Program Activity	Board of Directors	Stand C'ttee	Chart Mmbr	Reg. Co-ord.	Local Assoc.	Additional Information
Release Hearing			x			
Approval of Rel. Procedures	x					
Discipline/Appeal						
Violation of ORA Bylaws	x					
Violation of CRA Bylaws	x					
ORA Sanctioned Events	x					
ORA Sanctioned Activities	x					
Travesty	x					
Regional Discipline					x	
Appeal Regional Discipline	x					
Coaching Program						
Development of Program		x				
Ratification of Program	x					
Implementation of Program		x		x		
Certification of Coaches		x		x		Standing Committee Chair has final approval
Evaluation of Coaches		x		x		
Qualification of Instructors		x				
Officiating Program						
Development of Program		x				
Ratification of Program	x					
Implementation of Program		x				
Certification of Officials		x		x		Standing Committee Chair has final approval
Evaluation of Officials		x		x	x	
Assign Officials for Regionals				x		
Assign Officials for Provincials		x		x		
Qualification of Instructors		x				
Games & Tournaments						
Sanctioning of Events						
Tournaments						
Regional Championships				x		Sanctioning rules must be adhered to unless approval is granted in writing to the host association and all participating teams are informed prior to the event.
Provincial Championships		x				
National Representatives		x				
Invitational Tournaments						
AA Provincial		x				
A Provincial		x				
B & C Regional				x		
Intermediate B, C & Masters	x			x		Adult Development Committee
Levels of Play						
AA Provincial Teams		x		x	x	Appeal for level of play placement is the Regional Directors responsibility.
A Provincial Teams		x		x	x	
B & C Regional Teams				x	x	
Intermediate B, C & Masters	x			x	x	Adult Development Committee

Program Activity	Board of Directors	Stand C'ttee	Chart Mmbr	Reg. Co-ord.	Local Assoc.	Additional Information
Elite Development (ED) Ad Hoc Committee						
Criteria Coaching Staff	x	x				Ad Hoc Committee consists of the Elite Team Coaching Staff, Regional Bench Staff or designate. Selection of the Coaching Staff will be the Coaching Selection Committee. Approval of the Elite Development Tournament will be by the G&T Committee.
Ratification of Program	x	x				
Selection of Coaching Staff	x					
Funding		x				
Selection of Players		x				
Selection of ED Tournaments		x				
Approval of ED Tournaments		x				
Regional ED Development			x	x		
Adult Development						
Development of Program		x				
Ratification of Program	x					
Implementation of Program		x		x		
Provincials (Int. A, B, Masters and Men)		x				
Regionals				x		
Membership Services						
Development of Program		x				Risk Management and Safety are the responsibility of all members.
Ratification of Program	x					
Implementation of Program		x		x		
Provincial Events						
Notification Host Applications	x					
Annual General Meeting	x					
Selection of Provincial AA Host		x				G&T Committee, ratified by the Board of Directors
Selection of Prov A Host		x				G&T Committee, ratified by the Board of Directors
Selection of Adult Provincial Host		x				Adult Development Committee, ratified by the Board of Directors
Ratification of Prov Hosts	x					
Hosting of National Events						
Ringette Canada AGM	x					
RC Semi Annual Meeting	x					
National Championships		x				Host Application Process
Ratification National Host Site	x					

20. APPLICATION GUIDELINES

Event	Application Deadline	Submit To	Minimum Requirements	More Info ?
Annual General Meeting	September before event	ORA Office		ORA Office
Sanction	July 31st	ORA Office	Dependant upon size and Length of tournament	Reg. G&T/ADP Co-ord. or ORA Office
Provincial AA Championships	April – 2 years before event	ORA Office	- 4-5 ice surfaces - 198 hours of ice - 1 host hotel - 1 hosting committee - 1 host chair - \$200.00 “Good Faith” Cheque and signed contract	ORA Office or Regional G&T Co-ord.
Provincial A Championships	April – 2 years before event	ORA Office	Same as Prov. AA’s except Need 175 hours of ice	Same as Prov. AA Championship
NOTE: Should you require further information regarding hosting the Provincial Championships, simply obtain a Provincial Host Guide from the ORA Office		NOTE: Should you require further information regarding hosting a Sanctioned Tournament, simply obtain a Tournament Handbook from the ORA Office.		
National Championships	Upon approval of host province, 3 years prior to event	ORA Office	- ability to accommodate 12 teams in 4 divisions - minimum of 4 ice surfaces - host hotel(s) - proximity of facilities - location of airport relative to host hotel - adaptability to media - tentative committee - banquet facilities for 1500 - 2000 people - experience in hosting events	ORA Office or G&T Chair
World Championships	Upon approval of Host country, 3-4 Years prior to event	ORA Office	- as required by IRF	ORA Office or G&T Chair
Ontario Winter Games	Not Applicable	Not Applicable	Not Applicable	Not Applicable

Event	Application Deadline	Submit To	Minimum Requirements	More Info ?
Canada Winter Games	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Regional Championships	1 year prior to event	Reg. G&T/ADP Co-ord.	Contact Regional G&T/ADP Co-ord.	Reg. G&T/ADP Co-ord.
Challenge Cup (maximum 2 per year)	1 year prior to event	ORA Office	- 23 hours of ice - can be held in conjunction with sanctioned tournament but not AA/A tournament	ORA Office
Ontario Cup	1 year prior to CWG	ORA Office	- 23-30 hours of ice	ORA Office
Coaching Clinics (Level 1 and 2)	April – before clinic	Regional Coaching Co-ord.	- classroom with tables/chairs - overhead projector - VHS format VCR and TV - 1 hour of ice - minimum 15 participants - participants need sticks, skates, ring and helmet	Regional Coaching Co-ord.
Officiating Clinics (Level 1 and 2/3)	April – before clinic	Regional Officiating Co-ord.	- classroom with tables/chairs - overhead projector - flipchart/blackboard - 1 hour of ice (optional)	
Rules Clinics	October – before clinic	Regional Officiating Co-ord.	- classroom with tables/chairs - overhead projector - blackboard/flipchart	Regional Officiating Co-ord.
Evaluators Clinic	April – before clinic	Officiating Chair	- sanctioned tournament - meeting room - overhead projector	Officiating Chair
Instructors Clinic	April – before clinic	Officiating Chair	- meeting room - overhead projector	Officiating Chair
National Skills Instructor Training Program (Level 1)	At discretion of Region	Regional Sport Development Co-ord.	- classroom with tables/chairs - overhead projector - flipchart/blackboard - VHS format VCR and TV - 3 hours of ice - technical manuals	Regional Sport Development Co-ord.
National Skills Instructor Training Program (Level 2)	At discretion of Region	Regional Sport Development Co-ord.	- all same as Level 1 except need 7 hours of ice	Regional Sport Development Co-ord.
Player Development Clinics and Day Camps	At discretion of Region	Regional Sport Development Co-ord.	- appropriate ice hours day camps: 4 days – 2 hrs/day - classroom with tables /chairs	Regional Sport Development Co-ord.

Event	Application Deadline	Submit To	Minimum Requirements	More Info ?
NSITP Course Conductor Clinic	Contact office	ORA Office	- 3 day weekend – 25 hours - 7.5. hours of ice - participants must be 18 years and older and have taken NSITP	Sport Development Chair
Adult Get Away Camp	January 15 th – before camp	ADP Co-ord. ADP Chair	- appropriate accommodations - 10 hours of ice - meeting rooms - camp setting or similar facilities preferred.	ADP Co-ord. ADP Chair ORA office

20. CONFIDENTIALITY OF THE BOARD OF DIRECTORS

- How a person votes by name, must remain confidential.
- Personal matters of Board Members and of Staff must remain confidential.
- Quoting what a person says by name, during discussion of any issue is not permitted. Rationale for a decision can be relayed to our members, but the speaker's name must remain confidential.
- When a request is made during discussion, at any time, to have an issue remain confidential, Board members must ensure that the request is upheld.
- Common sense must be used at all times. If revealing information has the potential to do harm, then it is expected that the members of the Board of Directors will refrain from divulging their knowledge. If in doubt, ask.

At all times, we must be able to provide our members with professional presentation of material. Our members deserve to be informed of all of our decisions, and, when asked, Board members must be able to give details regarding our decisions. It is not necessary to state who said what. It is sufficient to reveal statements that have been made, with no credit given to the speaker. Our members just want to know why some decisions were made. They do not want to know how each Board Member voted.

The members of the Board of Directors must act in a manner that will bear the closest scrutiny by our members.

All actions taken must be beyond reproach.

The members of the Board of Directors must not bring criticism or allow their integrity to be questioned.

All members will perform the duties of office and arrange their affairs in such a manner as to maintain member confidence and trust in the integrity of the Board of Directors.

If an individual has a personal vested interest and there are benefits to the individual or to the individual's organization or home association, there is a conflict of interest.

Members of the Board of Directors of the Ontario Ringette Association are expected to arrange their private affairs in a manner that will prevent conflicts of interest from arising or from appearing to arise. They should not place themselves in a position where they are under obligation to any person who might benefit from special consideration or favour on their part or seek, in any way, to gain special treatment from them. Equally,

the Board member should not have a pecuniary or other interest that could conflict or appear to conflict in any manner with the discharge of their duties and responsibilities.

Conflict of Interest Guidelines

As the following are considered to have the potentiality of being in conflict, or appearing to be in conflict, they are to be disclosed and are subject to review and advice by the Executive Committee as to what actions, if any, need to be taken depending on the nature of the Board member's responsibilities and degree of potential or apparent conflict:

- Investment in a supplier or customer or in any other company, partnership, association or commercial entity that has a significant present or prospective business relationship with O.R.A.
- Contracts, agreements or undertakings between Board Members and a supplier, customer or any company, partnership, association, or commercial entity that has a significant present or prospective business relationship with O.R.A.
- Seeking or accepting from the aforesaid, directly or indirectly, loans (except with banks or other financial institutions at terms and conditions generally available to the public), services payments, commissions, entertainment or gifts.
- Serving as a director, officer, employee, member or consultant of the aforesaid or of any other organization, if such service could either place on Board members demands inconsistent with their duties, call into question their capacity to perform those duties in an objective manner or cause their job performance to suffer.
- Acquisition of real estate or other forms of property of present or prospective interest to O.R.A.

As the following are considered to be actual or apparent conflicts of interest, they are to be avoided:

- Using, or appearing to use, or revealing without proper authorization to persons outside the organization, for personal gain, any information acquired during the course of a Board Member's duties which is not generally available to the public.
- Using, or permitting others to use, O.R.A. employees, property, equipment, materials, or time for personal gain.
- According preferential treatment beyond the common courtesies usually associated with accepted business practice and prerogatives of office to friends, relatives, or to organizations in which the Board member or relatives and friends have an interest, financial or otherwise.

- Using the O.R.A. name or one's position within the O.R.A. in such a way as to lend weight or prestige to sponsorship of a potential party or cause or to endorsement, without proper authorization, of a product or service of another company.

Implementation:

- All O.R.A. Board members must comply with these Conflict of Interest Guidelines.
- The President shall be accountable for the dissemination of these Guidelines to all Board Members who shall make one of the following declarations:

“I have read and understood the O.R.A.’s Conflict of Interest Guidelines and do hereby certify my full compliance with their provisions. A listing of my business interest is attached”.

OR:

“I have read and understood the O.R.A.’s Conflict of Interest Guidelines but cannot at this time certify my full compliance with it’s provision because I have, or may have, interests which might conceivably be construed as being or appearing to be an actual or potential conflict. I shall, therefore, ask that the matter be reviewed with the Executive Committee and take whatever actions deemed necessary”.

- Declaration in the latter category shall be referred to the Executive Committee, which shall:
 1. Advise the employee as to what actions, if any; need to be taken to bring about full compliance with the Conflict of Interest Guidelines.
 2. In that these issues may take an undetermined length of time to investigate, and that the Executive Committee does not always have the opportunity to determine all issues within a definite timeframe, “Conflict Situations Updates” shall be sent to the Board Member on a monthly basis, until such time as the Executive Committee determines what course of action shall be taken with respect to the issue.

Recommended actions may include, but are not limited to, one or more of the following:

- 1) Divestment of the interest (whether an investment, loan, property, payment, gift, undertaking, agreement, directorship, office, employment, membership, etc).

- 2) Frozen or blind trust instrument.
- 3) Periodic written declaration (listing) of the interest(s).
- 4) Verbal or written disclosure at relevant time and place.
- 5) Avoidance of involvement in particular matters.

A written action plan must be prepared by the Board Member, and approved by the Executive Committee if a situation arises where a Board Member may be in potential or actual conflict.

A verbal update regarding any conflict situations must be given to the Executive Committee by the Board Member on an annual basis. A written report must also be submitted at this time.

The President shall ensure that signed declarations and any correspondence/reports regarding the situation are placed in the Board files and that recommended actions are carried out.

Recipients of the Conflict of Interest Guidelines shall be responsible for reporting in similar fashion subsequent changes in their interest, which may or may not appear to be in breach of the Guidelines.

Refusal to resolve the conflict may result in request for resignation or disciplinary action.

In cases involving a possible violation of statutory law, the Executive Committee shall refrain from making any recommendations which might reflect upon the guilt or innocence of the Board member under the law until the matter has been fully determined in a court of law.

A Board Member who has certified full compliance with the Conflict of Interest Guidelines shall, nevertheless, request to have entered into the Minutes of meetings, the nature and extent of the interest in any material contract or proposed material contract with the Association and shall not participate in deliberations with respect to said contract.

Every reasonable effort shall be made by all to protect the confidential nature of the information revealed.

21. BOARD OF DIRECTORS JOB DESCRIPTIONS

President Job Description

1. Shall attend all Ringette Canada Board Meetings as Ontario's Director on the Board:
 - acting in the best interest of Ringette in Canada
 - offer qualified input to various tasks and Committees as required
 - liaise initiatives and directives originating at the national level.
2. Shall attend the Ringette Canada A.G.M. as Ontario's official voting delegate:
 - Ontario's voice to the Nation and to the International Ringette Federation
 - address and lobby all O.R.A. Membership approved directives and/or requests to Ringette Canada
 - to act and vote on issues (not provided with direction from the membership) in a responsible manner keeping the interest of Ontario Ringette and its Membership as a priority.
3. Shall preside over all meetings of the O.R.A. Membership and Board of Directors:
 - acting in the best interest of Ringette in Ontario
 - maintaining order and mutual respect of all Directors and Members
 - maintaining timely and efficient administration of the meeting proceedings
 - ensuring an equitable opportunity for Directors and Members to speak to the issues at hand
 - ensuring that a balance between for and against is efficiently considered on each issue prior to calling the "question".
4. Shall be the liaison between the Ontario Sport and Recreation Centre and the Ontario Ringette Board of Directors bringing important issues to the attention of the Board that affect the O.R.A.'s status as a client of the Centre, trends and initiatives facing amateur sport in Ontario.
5. Shall be the liaison between Government Agencies and the Ontario Ringette Board of Directors bringing important issues to the attention of the Board that affect the O.R.A.'s status as an amateur sport, government trends and initiatives, which Ontario Ringette should or should not support.
6. Shall oversee the general management and supervision of affairs and operations of Ontario Ringette:
 - ensuring all Provincial Volunteers and Staff submit progress reports as required
 - ensuring that the vision, objects, By-Laws and Regulations are adhered to by Management and Members alike.

- to facilitate efficient interpretation of conflicting directives, within the vision, objects, By-Laws and Regulations.
7. Shall sign all documents calling for the senior signing officer of the Corporation.
 8. Shall act as liaison between the Regional Directors, (when acting in the position of Chair of their respective Regions).
 9. Shall monitor sport direction through appropriate planning and fiscal preparation:
 - ensure the Three Year Plan along with Yearly Activity Plans are developed and facilitated
 - assist all volunteers in the direction and overall priorities of the Corporation.
 10. Shall monitor all Program and Ad hoc Committees:
 - ensure clear directives, mandate and expectations are provided by the Board of Directors.
 11. Shall maintain continuity in decision making of the Corporation:
 - ensure procedures and levels of authority are adhered to
 - ensure accurate communication of decisions is facilitated through the appropriate channels.
 12. Shall maintain consistency in communication with the organization and towards the general public.
 13. Shall ensure that all members uphold the image of Ontario Ringette at all times.
 14. Shall supervise, direct and provide leadership to the Executive Director to ensure the efficient and effective administration, management and implementation of the day to day business operation of the organization.
 15. Shall be responsible for responding to correspondence that is to the attention of the President and copy the appropriate parties.
 16. Shall prepare a written report on activities to be submitted to the Board of Directors.
 17. Shall perform other duties as assigned by the Board of Directors.
 18. Upon completion of term or position change, the President shall be responsible for preparing a final report that will:
 - list objective(s) still to be achieved
 - list recommended new projects

- list knowledge and skills necessary to carry out the responsibilities of the position
- describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.

19. Shall be accountable to the Members of the Ontario Ringette Association.

Enacted: July 16, 1994.

Revised: April 18, 1997.

**Vice-President Administration and
Vice-President Technical Job Descriptions**

1. In the absence or inability of a President to act, the duties and powers may be exercised by the Vice-President Administration as approved by the Board of Directors.
2. Shall maintain a portfolio of 2-3 Provincial Programs as approved by the Board of Directors (i.e. Sport Development, Games and Tournaments, Rules Development, Coaching Development, Officiating Development, Adult Development, and Membership Services):
 - shall be in touch with Program Chair as required
 - shall assist Committees with research and offer input to various tasks
 - shall assist the Program Chair in monitoring their specific activity plan
 - shall assist in reviewing the Program Regulation.
3. Shall act as Provincial Program liaison to the Board of Directors, providing accurate reports on the program's progress, obstacles, success and failure with recommendations for improvement.
4. Shall be responsible to report results of the Board of Directors' decisions relative to each program, to the respective Program Chair on a consistent basis. (Both verbally and in writing).
5. Shall be responsible to report results of the Program Committee meetings to the Board of Directors on a consistent basis. (Both verbally and in writing).
6. Shall be responsible to respond to correspondence that is to their attention, copy the appropriate parties, and copy the business office.
7. Shall attend all regularly scheduled Board of Director Meetings, Standing Committee Meetings, and the Annual General Meeting of the Members and any other activity as assigned from time to time by the Board of Directors:
 - acting in the best interest of Ringette in Ontario.
8. Shall prepare a written report on activities to be submitted monthly to the Board of Directors.
9. Shall be responsible for the organization of the Annual General Meeting of the Corporation.
10. Shall perform other duties as assigned by the Board of Directors.

11. Upon completion of term or position change, the Vice-President Administration or Technical shall be responsible for preparing a final report that will:
 - list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
12. Shall be accountable directly to the President and collectively to the Board of Directors.
13. Program Chairs and Staff shall report to either the Vice-President Administration or Vice-President Technical on all Provincial matters relating to the specific portfolio of that Vice-President.
14. Shall be accountable to the Members of the Ontario Ringette Association.

Enacted: July 16, 1994.

Revised: April 18, 1997.

Vice-President Finance Job Description

1. Shall keep full and accurate accounts of all receipts and disbursements of the Corporation through acceptable accounting practices:
 - liaise consistently with the Executive Director on all bookkeeping matters
 - liaise consistently with the Executive Director on all accounting matters.
2. Shall disburse funds of the Corporation under the direction of the Board of Directors - ratified by the Board:
 - shall set up acceptable disbursement approval methods and implement through the business office
 - shall recommend cost-saving proposals to the Board and implement only as directed.
3. Shall prepare the P.S.O.'s yearly budget through a draft 1 through 3 process, with final membership approval for implementation:
 - shall work with Program Chairs in preparation of individual program proposed income and expense for the coming season
 - shall work with the Executive Director in developing the draft budgets
 - shall present each draft with supporting information to the Board of Directors.
4. Shall analyze and prepare Monthly Income and Expense Statement Reports for the Board of Directors and Program Chairs, to include positive/negative aspects of financial management. Monitor and liaise progress on a consistent basis to the appropriate parties' i.e. Board of Directors, Program Chairs, Staff and Finance Committee.
5. Shall prepare quarterly income and expense reports to the Board of Directors and Membership with rationale to include analysis and projections.
6. Shall prepare year end financial documents for presentation to the O.R.A. General Membership (at A.G.M.).
7. Shall chair and call meetings of the Finance Committee, when necessary, to plan and research efficient and economical projects and tactics to sustain the organization financially. Shall be responsible for the completion of all grant applications:
 - shall liaise all Financial Committee dealings to the Board of Directors.
8. Shall monitor customer (member) accounts receivable and report to the Board of Directors on a consistent basis.

9. Shall monitor the accounts payable to the corporation vendors and report to the Board of Directors on a consistent basis.
10. Shall be responsible for investing and/or recommending investment opportunities of corporation funds.
11. Shall liaise with the Charter (Region) Vice-President Finance (Treasurer) to ensure submission of year-end financial statements.
12. Shall be responsible for responding to all correspondence addressed to the attention of the Vice-President Financial and copy appropriate individuals.
13. Shall perform other duties as assigned by the Board of Directors.
14. Shall attend all regularly scheduled Board of Director Meetings, and the Annual General Meeting of the Members and any other activity as assigned from time to time by the Board of Directors:
 - acting in the best interest of Ontario Ringette Association.
15. Shall prepare a written report to be submitted on monthly activities and/or submitted to Board of Director Meetings.
16. Upon completion of term or position change, the Vice-President Finance shall be responsible for preparing a final report that will:
 - list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
17. Shall be accountable to the President and collectively to the Board of Directors.
18. Program Chairs, Directors, Staff and Charter Members shall report to the Vice-President Finance on all Provincial financial matters.
19. Shall be accountable to members of the Ontario Ringette Association.

Enacted: July 16, 1994.

Revised: April 18, 1997.

Vice-President Communications Job Description

1. Shall perform as the Corporation Clerk:
 - ensure all Corporation documents are up-to-date and filed with the Government i.e:
 - Corporate Minute book (held with the lawyer)
 - Corporate Act - officer filing
 - Corporate Trademark (Ringette)
 - Corporate Logo
 - ensure all Corporation actions are recorded and filed appropriately with the business office i.e.:
 - Board of Director Meeting Minutes
 - Provincial Program Meeting Minutes
 - Program Activity Plans (Yearly Evaluation)
 - Program Activity Plan Progress Reports (Quarterly)
 - Operating Three Year Plan
 - Auditors Report
 - Financial Reports
2. Shall ensure Charter Member (Region) compliance with regular meeting responsibilities, ensure submission of Charter Meeting Minutes, and review on a consistent basis.
3. Shall ensure correspondence is administered in a timely fashion on behalf of the Board of Directors and Corporation:
 - prepare response letters upon direction of the Board of Directors
 - follow-up on all Director correspondence - monitor responses
 - liaise with Executive Director on office related correspondence
4. Shall monitor all incoming and outgoing correspondence bringing important issues (negative and positive) to the attention of the Board of Directors:
 - to prepare and obtain necessary background and research to deal with correspondence in an expedient manner, all correspondence being brought to the Board assembly must be placed on the Agenda prior to the scheduled Meeting.
5. Shall administer the calling and facilitating of Board of Director and Member Meetings:
 - co-ordinate meeting dates, place and time (liaise with Executive Director at the business office)
 - co-ordinate and strike (with President's approval) meeting agenda
 - provide minimum of two (2) week notice and circulation of all appropriate documents relating to the Agenda set for the weekend.

6. Shall ensure Minutes of Board Meetings, Annual, and General Meetings of the Members are circulated:
 - shall record all minutes of the Board of Directors, and Annual or General Meeting of the Members
 - shall type the minutes and relating documents, as well as collect Director written reports
 - shall forward Board of Director and Member Meeting documents to include:
 - corporate minutes (ten (10) days following meeting)
 - long minutes (within a reasonable time frame)
 - agenda as approved/amended (ten (10) days following meeting)
 - Director/staff reports (within a reasonable time frame) to the business office for distribution.
 7. Shall ensure the format of Corporate Minutes is consistently followed - duly moved, seconded and carried motions only.
 8. Shall ensure the format of long minutes is consistently followed - to include sensible rationale, motions that are carried, defeated, withdrawn, tabled and motions of notice.
 9. Shall administer a list of 'To Do's' for the Board of Directors Meeting to be attached to the long minutes that will include [who - directive - target completion date].
 10. Shall ensure that the list of 'To Do's' is monitored and completed through reminders (telephone/memo).
- NOTE:** Consistently incomplete tasks are to be brought to the attention of the Board of Directors to develop amicable methods in assisting either the Volunteer or Staff Member having difficulty in meeting target completion dates.
11. Shall ensure that carried motions of the Board of Directors are circulated to the Membership.
 12. Shall perform other duties as assigned by the Board of Directors.
 13. Shall attend all regularly scheduled Board of Director Meetings, the Annual General Meeting of the Members and any other activity as assigned from time to time by the Board of Directors:
 - acting in the best interest of Ringette in Ontario.

14. Shall prepare a written report to be submitted on monthly activities and/or submitted to Board of Director Meetings.
15. Upon completion of term or position the Vice-President Communications shall be responsible for preparing a final report that will:
 - list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
16. Shall be accountable to the President and collectively to the Board of Directors.
17. Program Chairs, Directors, Staff and Charter Members shall report to the Vice-President Communication on all Provincial communication matters.
18. Shall liaise with the Executive Director in completing all the above duties.
19. Shall be accountable to the Members of the Ontario Ringette Association.

Enacted: July 16, 1994.

Revised: April 18, 1997.

**Regional Director/
Chair of the Charter (Region) Job Descriptions**

Note: This position carries two (2) very different functions: one Provincial in nature and one Regional in nature. It is extremely important to understand when each facet comes into play while administering duties and responsibilities.

Regional Director:

1. Shall attend all Ontario Ringette Board Meetings as Charter Member's (Region's) Director on the Board:
 - acting in the best interest of Ringette in Ontario
 - offer qualified input to various tasks and Committees as required
 - liaise and ensure adherence of initiatives and directives originating at the Provincial level to your respective Charter (Region).
2. Liaise between the Charter Member and the Provincial Board of Directors and Provincial Program Chairs through the appropriate Vice-President.
3. Shall be responsible to respond to correspondence that is to the attention of the Regional Director and copy the appropriate parties.
4. Shall prepare a written report on activities to be submitted monthly to the Board of Directors.
5. Shall monitor sport direction through appropriate planning and fiscal preparation:
 - ensure the Three Year Plan along with Yearly Activity Plans are developed and facilitated
 - assist all volunteers in the direction and overall priorities of the Corporation.
6. Monitor all Program and Ad hoc Committees:
 - ensure clear directives, mandate and expectations are developed.
7. Maintain continuity in decision making of the Corporation:
 - ensure procedures and levels of authority are adhered to
 - ensure accurate communication of decisions is facilitated through the appropriate channels i.e. Programs, Business Office, Membership.
8. Shall assist in the development and implementation of clear directives to the business office to ensure the efficient and effective administration, management and implementation of the day-to-day business operation of the organization.

9. Maintain consistency in communication within the organization and towards the general public.
10. Ensure that all members uphold the image of Ontario Ringette at all times.
11. Shall perform other duties as assigned by the Board of Directors.
12. Shall be accountable directly to the President and collectively to the Board of Directors.
13. Shall be accountable to the members of the Ontario Ringette Association.

Chair of the Charter (Region):

1. Shall attend the Ontario Ringette A.G.M. The Regional Chair is appointed, through the Constitution, as the delegate for Registered Members not present, in person, to vote:
 - Charter's members voice to the Province
 - address and lobby all Charter Member approved directives and/or requests to Ontario Ringette
 - to act and vote on issues (not provided with direction from the Charter Membership) in a responsible manner keeping the interest of the Charter and its Membership as a priority.
2. Shall preside over all meetings of the Charter Membership and Charter Executive Committee:
 - maintaining order and mutual respect of all Directors and Members
 - maintaining timely and efficient administration of the meeting proceedings
 - ensuring an equitable opportunity for Directors and Members to speak to the issues at hand
 - ensuring that a balance between for and against is efficiently considered on each issue prior to calling the "question".
3. Shall oversee the general management and supervision of affairs and operations of the Charter jurisdiction:
 - ensuring all Regional Volunteers submit progress reports as required
 - ensuring that the provincial vision, objects, By-Laws and Regulations are adhered to by the Charter Management and Members alike
 - to facilitate efficient interpretation of conflicting directives, between the Provincial and Regional Vision, Objects, By-Laws and Regulations - at all times ensuring the "mirroring effect".

4. Shall monitor sport direction through appropriate planning and fiscal preparation within the Charter:
 - ensure the Three Year Plan along with Yearly Activity Plans are facilitated through the Charter's Co-ordinators
 - assist all Volunteers, Community and Regional, in the direction and overall priorities of the Provincial level.
5. Monitor all Program and Ad Hoc Committees within the Charter:
 - ensure clear directives, mandate and expectations are provided by the Charter Board of Directors.
6. Maintain continuity in decision making within the Charter:
 - ensure procedures and levels of authority are adhered to
 - ensure accurate communication of decisions is facilitated through the appropriate channels.
7. Maintain consistency in communication within the organization and towards the general public within your jurisdiction.
8. Ensure that all members uphold the image of the Charter Member and Ontario Ringette at all times.
9. Shall be responsible to respond to correspondence that is to the attention of the Chair of the Charter Member (Region) and copy the appropriate parties.
10. Upon completion of term or position change the Regional Director/Chair of the Charter (Region) shall be responsible for preparing a final report that will:
 - list objective(s) still to be achieved
 - list recommended new projects
 - list knowledge and skills necessary to carry out the responsibilities of the position
 - describe the approximate amount of time commitment necessary to carry out the responsibilities of the position.
11. Shall be accountable directly to the Registered Members within the jurisdiction of the respective Charter Member (Region).

Enacted: July 16, 1994.

Revised: April 18, 1997.