



### BC Soccer Policy

<b>Policy Type</b>	Governance Policy
<b>Created</b>	2012
<b>Revised</b>	June 2024
<b>Reviewed</b>	Every 2 years
<b>Policy Name</b>	<b>Executive Limitations Policy</b>

#### Policy Statement

The Executive Limitations describe boundaries for the Chief Executive Officer established by the Board of Directors of the British Columbia Soccer Association (BCSA). The Executive Limitations are guided by the following governance principles:

1. The Board needs to maintain control of internal operations because it is accountable for all organizational activity; yet the Board needs to be free from operational matters so that it can focus on its own responsibilities.
2. The Board, through its Executive Limitations policy, establishes the boundaries of acceptable actions and then allows the Chief Executive Officer latitude to use all reasonable, prudent, and ethical means that fall within those boundaries to carry out the responsibilities of his/her position.
3. The Board reserves the right to alter the Executive Limitations policy from time to time and will consult with the Chief Executive Officer before doing so.
4. The Chief Executive Officer will notify the President of any variance from the Executive Limitations Policy immediately.

#### Purpose

#### Standards

##### GLOBAL EXECUTIVE LIMITATION

The Chief Executive Officer is charged with the responsibility of following, within the bounds of reasonable interpretation, the Governance Policies of the BCSA and the Executive Limitations as prescribed by the Board of Directors. The Chief Executive Officer will do all things necessary to provide for the effective development, delivery and evaluation of programs and services while adhering to the priorities set out in the BCSA's Strategic Plan. The Chief Executive Officer will seek to sustain the good reputation of the BCSA consistent with the intent of its Mission, Vision, strategic priorities and policies, and the annual budget approved by the Board of Directors, and, in any event, to the full and most effective extent possible with the available resources.

The Chief Executive Officer will at all times conduct the business affairs of the BCSA in a prudent and ethical manner: The Chief Executive Officer is accountable for the decisions and activities of the entire staff.

Accordingly, the Chief Executive Officer will not:

1. Cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, unethical or in violation of commonly accepted business and accounting standards and professional ethics, or in violation of regulations of funding agencies or regulatory bodies.
2. Alter any of the Executive Limitations without the approval of the Board.

##### EMPLOYEE AND VOLUNTEER MANAGEMENT

With respect to treatment of employees and volunteers, the Chief Executive Officer will not cause or allow conduct or conditions that are unsafe, disrespectful, unfair, discriminatory, undignified, offensive or unnecessarily intrusive.

Accordingly, the Chief Executive Officer will not:

1. Fail to ensure that employees and volunteers are informed of the guiding policies and procedures of the BCSA, and of changes to such policies and procedures that affect their roles and responsibilities.
2. Operate without written personnel policies that clarify personnel rules for employees that include, but are not limited to, policies for disciplinary action, termination, and annual performance appraisals.
3. Operate without written volunteer policies.
4. Discriminate or allow discrimination against an employee or volunteer for non-disruptive expression of dissent.
5. Allow employees or volunteers to work without positions descriptions and means of systematic performance reviews as appropriate with respect to the position.
6. Fail to ensure demonstrated respect for confidentiality on organizational and personnel matters.
7. Create or allow a work atmosphere that is not conducive to job satisfaction.
8. Fail to ensure that the staff provides adequate support and direction to volunteers in the organization.
9. Subject employees or volunteers to unsafe or unhealthy conditions.
10. Allow the Association to operate without an employee grievance procedure that is made known to employees.
11. Prevent employees from bringing grievances to the Board when:
  - a. The employee alleges the following:
    - i. That Board policy has been violated to his/her or another employee's detriment, or
    - ii. That the employee is being treated unfairly and/or Board policy does not adequately protect his/her or another employee's privacy or human rights; and
  - b. Internal office grievance procedures have been exhausted, unless the employee alleges harassment against the Chief Executive Officer.

### **COMPENSATION AND BENEFITS**

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Chief Executive Officer will not cause or allow the fiscal integrity or public image of the BCSA to be placed in jeopardy.

Accordingly the Chief Executive Officer will not:

1. Change the Chief Executive Officer's compensation or benefits.
2. Hire full-time or term employees without undertaking a proper selection process that entails an open competition, requires adherence to the conflict-of-interest policies of the BCSA, and affords an opportunity to BCSA staff to apply for the position.
3. Establish or change compensation or benefits to employees that:
  - a. Deviate materially from the compensation practices for comparable positions among similarly situated organizations
  - b. Cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs:
  - c. Provide less than required levels of benefits to all full-time employees; and
  - d. Allow any employee to lose benefits already accrued from any forgoing plan.

### **FINANCIAL MANAGEMENT**

The Chief Executive Officer will not cause or allow the development of fiscal jeopardy arising out of the management of the financial affairs of the BCSA.

The Chief Executive Officer will not endanger the financial future of the BCSA or ignore the need to build financial capacity sufficient to achieve the BCSA's goals, priorities and plans.

Accordingly, the Chief Executive Officer will not:

1. Fail to have a financial planning and control systems in place that include adequate reporting procedures.
2. Fail to present an annual budget to the Board for approval, in consultation with the Audit and Finance Committee without sufficient cause.
3. Budget for an annual operating loss, except as authorized by the board.
4. Incur an annual operating loss without good and sufficient cause.

5. Operate without promptly informing the Board of material changes in the environment that affect the annual operating plan or budget.

5. Deviate from fair and equitable business practices with respect to the acquisition of goods and services.

6. Fail to work with the Audit and Finance Committee to develop appropriate plans and procedures for the annual audit, in accordance with generally accepted accounting principles, and for the development and approval of financial policies.

7. Fail to provide all relevant information to the Auditors when requested.

8. Fail to promptly report all material findings and recommendations by the Auditors to the Audit and Finance Committee.

10. Fail to prepare all major funding submissions in accordance with the timelines established by the funding agencies

### **FINANCIAL PLANNING**

The Chief Executive Officer will ensure that budgeting for any fiscal year, or the remaining part of any fiscal year, is consistent with generally accepted accounting practices, and entails the simultaneous preparation of an annual operating plan, based on the priorities set out in the BCSA's Strategic Plan.

Accordingly, the Chief Executive Officer will not submit a budget that:

1. Contains too little detail to enable credible projections of revenues and expenses, separation of capital and operational items, projected cash flow, and disclosure of planning assumptions.

2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period unless as authorized by the Board of Directors.

3. Allows operating reserves to be less than an amount specified by the Board of Directors.

4. Deviates from stated Board priorities in its allocation of funds among competing budgetary needs.

5. Fails to include capital expenditure plans for purchases of equipment and any other capital acquisitions.

6. Fails to provide adequate funds for the Board's direct use during the current fiscal year for Board and committee meetings, Board travel, Board development, and Board communication with stakeholders.

### **FINANCIAL PRACTICES AND PROCEDURES**

The Chief Executive Officer will not cause or allow the development of fiscal jeopardy as a result of the conduct of financial management practices or procedures.

The Chief Executive Officer will not:

1. Expend more funds than have been received in the fiscal year to date, unless approved by the Board.

2. Incur the BCSA in an amount greater than can be repaid by otherwise unencumbered revenues within 90 days.

3. Allow unrestricted fund balances to drop below an amount specified by the Board on an annual basis.

4. Transfer funds between the BCSA's bank accounts without approval of the Audit and Finance Committee.

5. Open any bank or investment account or transfer money into a non-liquid account or an account with a fluctuating value without the approval of the Audit and Finance Committee.

6. Borrow from a financial institution without prior approval of the Board.

7. Utilize any of the BCSA's reserves without the approval of the Board.

8. Use restricted contributions for any purpose other than that designated by the contributor or jeopardize receipt of committed contributions.

9. Allow cash to drop below the amount needed to meet payroll and debts in a timely manner.

10. Allow the collection of accounts receivable to be undertaken in an untimely manner.

11. Allow actual expenditures to deviate materially from the budgeted Board priorities.

12. Allow a monthly variance from the approved annual budget by line item that is larger than 5% or \$2500, whichever is greater, without bringing the variance to the attention of the Audit and Finance Committee

13. Fail to record expenses in a timely manner.
14. Fail to comply with all financial requirements set out by law or fail to make tax payments or other government-ordered payments or filings in a timely fashion.
15. Fail to advise the Board of insufficient numbers of signing authorities for effective financial operation.

### **ASSET PROTECTION**

With respect to proper stewardship of the Association's assets, the Chief Executive Officer will not allow the tangible and intangible assets of the BCSA to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly the Chief Executive Officer will not:

1. Operate without an ongoing assessment of risk and as deemed appropriate without acquiring the required property, liability, and cancellation insurance to adequately protect the BCSA's assets and interests.
2. Fail to insure against theft or casualty losses to a reasonable replacement value, and against liability losses to Directors, staff, volunteers or the BCSA itself to beyond the minimally acceptable prudent level.
3. Allow un-bonded personnel access to material amounts of funds.
4. Unnecessarily expose the BCSA, its Board, employees, or volunteers to claims of liability.
5. Enter any contract without engaging in an open and competitive process for determining the most suitable provider except as specified in the Spending Limit Authority policy.
6. Enter into any purchase, lease, rental, or service contract with a value exceeding limit set out in the Spending Authority & Limits Policy in any budget year without the prior approval of the Board.
7. Permit any full or part-time BCSA employee, contract worker, consultant, or volunteer to enter any purchase, lease, rental, sponsorship or service agreement in any budget years without prior approval as set out in the Spending Authority & Limits Policy.
8. Enter, or permit the entry of any BCSA employee, contract worker, consultant or volunteer into, any purchase, lease, rental, sponsorship or service agreement without obtaining the signatures of those officers, who possess signing authority for the BCSA Board of Directors.
9. Receive, process, or disburse funds under controls that are insufficient to meet the Auditor's standards.
10. Fail to adhere to the BCSA's policies regarding investments.
11. Fail to protect intellectual property, information and files from loss or significant damage.

The Chief Executive Officer will not allow the BCSA to operate without the following policies in place unless specifically exempted by the Board:

1. A whistleblower policy that encourages the reporting of fraudulent or dishonest conduct and protects individuals who make such reports from retaliation.
2. A conflict of interest, privacy, and harassment policies.
3. A document retention and destruction policy that sets out the procedures and time requirements for the retention of documents required for responsible governance and public disclosure.

### **COMMUNICATION AND SUPPORT TO THE BOARD**

With respect to providing information and support to the Board, the Chief Executive Officer will make every possible effort to ensure that the Board remains informed.

Accordingly, the Chief Executive Officer will not:

1. Let the Board be unaware of relevant trends, public events, major agreements involving the BCSA with high public visibility, adverse media coverage, anticipated lawsuits against the BCSA, and changes in the external and internal environment that might affect the BCSA.
2. Let the Board be unaware of any changes in the assumptions upon which the Board has been operating
3. Present information or advice to the Board that lacks timeliness, completeness, or accuracy, or fail to acquaint the Board with points of view, issues, or options of which the Chief Executive Officer is aware

that are pertinent to fully informed Board decision-making.

4. Neglect to submit information sought by the Board in a timely manner, and to ensure that such information is accurate and understandable.
5. Fail to report, in a timely manner, an actual or anticipated instance of non-compliance with any policy of the Board.
6. Fail to advise the Board if, in the Chief Executive Officer's opinion, the Board is not in compliance with the Association's Governance Policies or the Executive Limitations.
7. Fail to adhere to the principle that the work of the Chief Executive Officer and staff will be directed by the Board via the President or Committees via their Chairs and not by individual Directors unless authorized by the Board or Committee.
8. Fail to provide adequate administrative support for Board activities.
9. Fail to inform the Board of important BCSA events or happenings prior to informing the public.

### **PUBLIC IMAGE**

The Chief Executive Officer will not cause or allow operational conditions, procedures, opinions, or decisions that jeopardize the public image of the BCSA.

Accordingly, the Chief Executive Officer will not:

1. Operate without effective communications and public relations strategies and policies.
2. Permit communications which convey information that is contrary to Board policy or directives.
3. Speak publicly regarding Board policy or directives without consulting with the President.
4. Speak publicly in any manner that will damage the public reputation and integrity of the BCSA.
5. Fail to make information regarding Board decisions available and easily accessible to the membership and to the public.
6. Fail to establish standards for the use of the BCSA logo and proprietary marks.
7. Change the BCSA's legal name or substantially alter its identity or brand/event image.

### **RELATIONSHIP WITH MEMBERS AND OTHER STAKEHOLDERS**

With respect to relations with Members, stakeholders and customers, the Chief Executive Officer will not cause or allow conditions, procedures or decisions that are disrespectful, unfair, not transparent, or otherwise intellectual.

Accordingly the Chief Executive Officer will not:

1. Operate without procedures regarding consultation with Members and other stakeholders and customers.
2. Fail to communicate with the membership in such a manner that:
  - a. Communication is a two-way process.
  - b. There is respect for Members and a genuine, consistent, and timely attempt to meet their needs or, at least, understand their positions;
  - c. There is follow-through on agreements reached or issues raised.
3. Fail to foster and maintain an effective working relationship with all stakeholders that entails transparency, accountability, respect, consultation, and a genuine attempt to understand stakeholder values, needs, concerns, and requirements.
4. Allow sponsorships or partnership with any organization whose principles, practices or products are inconsistent with the Association's Mission and policies.
5. Restrict access to information appropriate to any requesting customer or stakeholder.
6. Fail to maintain an effective working relationship with members of the local, provincial and national media as appropriate

### **EMERGENCY SUCCESSION**

The Association will not operate without a management/staff succession plan in place.

Accordingly, the Chief Executive Officer will not:

1. Operate without a contingency for the Chief Executive Officer's absence or incapacity.
2. Operate without a designated second-in-command.
3. Allow senior staff members to be uninformed of the issues and processes in the relationship between management and the Board, except in cases of Board confidentiality.
4. Operate without a short-term and long-term senior staff succession plan.

#### **Definitions**

#### **Guidelines**

#### **Applicable Operational Procedures**

#### **Compliance to BC Soccer Governing Documents**

In accordance with BC Soccer's "*Bylaws 3.4.a.ii*" all member organizations must comply with the applicable Bylaws, Rules and Regulations, Judicial Code and Policies, other Policies, decisions and directives of BC Soccer and the statutes, bylaws, regulations, directives and decisions of Canada Soccer, FIFA at all times

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