Club Governance Guide

Volleyball
NOVA SCOTIA

Welcome to the first edition of Volleyball Nova Scotia's Club Governance Guide. Volleyball Nova Scotia has made a commitment to support and provide guidance for our member clubs.

We would like to recognize the generosity of Volleyball BC and Volleyball Alberta as they were kind enough to share their resources which we have adapted. It is our goal that this guide continues to grow and be relevant for clubs starting out and help existing clubs become even more sustainable. If you feel it is missing sections or you would like to contribute, please feel free to contact Volleyball Nova Scotia.

Additionally, if you have any concerns about your club, or need assistance with anything outlined within this document, please feel free to reach out to us – we are here to help!

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1. Creating a Club: Vision, Mission Statement, and Values

1.1 Preamble

It is important that every Club determines its vision, mission statement, and core values. These will provide the club with a sense of identity, outline goals, evaluate the clubs ongoing direction, provide guidance when making decisions, and act as an important risk management strategy. Every club will have unique statements as they will be based on their particular purpose and goals of the club. Once created, it is essential to communicate these statements to help align efforts to implement the mission.

1.2 Who Should Create the Vision, Mission and Values?

Creating a vision, mission statement and core values should be done with the input of members, board directors, parents, coaches and alumni. A club should review, evaluate, and if need be, modify any of these statements on a yearly basis to ensure that they are still accurate and relevant.

1.3 Creating a Vision

A vision is a compelling description of an ideal future state. There are no formal rules for visions, except that they are meant to describe what the organization wants to accomplish (the big picture). Organizations adopt visions that work for them – that inspire their members, staff and supporters. Vision statements may describe how things would be different as a result of the organization's efforts, or how the organization wants to be perceived by others. Visions statements should be long-term in their orientation and inspirational in their wording.

1.4 Creating a Mission

A mission is a concise description of an organizations key/fundamental purpose. It describes what the organization does every day in its effort to achieve its vision. Because a vision statement is often expressed as a dream or an ideal, the mission statement will usually be more practical. It is a contract for ethical behavior in which all members of the club are to follow.

A good mission is brief and precise, and is usually very enduring (meaning that it does not change over time). It answers the question "Why do we exist?". Keep in mind that without a clear mission, an organization has no reason for being!

1.5 Creating Club Values

Values are the core beliefs that transcend specific situations, and that shape the way people behave and make decisions. Values describe what matters most to people, and within a club context, they describe what the club's ethical and cultural priorities are. Some people have described values as the glue that holds an organization together, uniting its people in a common purpose. When a club's values are clearly communicated and widely shared, the organization will attract members, volunteers and leaders that contribute effectively to that common purpose.

2. Bylaws

2.1 A Non-Profit Club/Society

There are many benefits for incorporating your club as a non-profit society, and it is highly recommended to register once your club has been running for a few seasons. Some of the reasons and benefits of becoming a non-profit society are:

- The club acquires the same powers as an individual would and becomes a legal identity. This reduces a clubs liability.
- The club acquires independent existence.
- Allows a club to access a wide variety of funds including both public and private grants, such as Gaming Funds.
- Brings a club more peace of mind. Members and Directors are generally protected from Personal Liability.

Administrative Requirements of Being a Non-Profit Organization

- The club must have a registered office in Nova Scotia.
- The club must have a recognized agent that lives in Nova Scotia.
- The club must keep a register of members and directors.
- The club must pass a special resolution to approve certain fundamental changes to the society and file it with Registry of Joint Stock Companies.
- The club must keep minutes of all member meetings and director meetings, and keep copies of these minutes at the society's registered office.
- The club must notify Registry of Joint Stock Companies of changes to the recognized agent, registered office, directors, officers or their addresses.
- The club must maintain the society's registration under the Societies Act by ensuring it files an annual return and financial statements and pays the annual registration fee.
- If a significant change is made (like changing your name or changing your by-laws), the club must pass a special resolution and notify Registry of Joint Stock Companies.
- Any information changes must be reported to the Registry of Joint Stock Companies by the club.

As a reference document, Volleyball Nova Scotia's Bylaws can be found here:
http://volleyballnovascotia.ca/files/bylaws_vns_2018_signed.pdf

2.2 Governance Structure

There is no one right structure for clubs. Generally, basic volleyball clubs will have an administrative governing board where the board plays a more hands-on role in managing the organization with the support of committees.

The following are common types of Board models:

- A Policy Board: Sometimes referred to as Management-Team Board, this model is commonly used in non-profit organizations. Several committees help carry out the activities of the organization, and the relationship between the board and staff is one of a partnership.
- A Working Board: Directors on this type of board play a more hands-on role with some of the administrative functions of the organization such as public relations, financial management, program planning and personnel. It's not uncommon for these boards to not have any staff.
- A Collective Board: Sometimes known as a cooperative or coalition, a Collective Board also carries out many administrative functions of the organization. These boards are comprised of like-minded people that support a specific goal. Staff and directors operate together as a single entity.

For more information on Types of Board models please visit:
http://literacybasics.communityliteracyofontario.ca/boardgov/structur/different1.htm

2.3 Board of Directors Structure Sample

Club Board Structure		
Operational Committees	Board of Directors	Standing Committees
Coaching Committee	President	Nominating Committee
	Vice President	Fundraising Committee
	Treasurer	
	Secretary	
	Other Directors: (Volunteer coordinator)	

2.4 Positions on the Board of Directors

To become a registered society, a club must have Directors. The club should identify each position and describe each job description and the nomination process.

Traditionally a Board of Directors is comprised of the following elected/appointed Members:

- President (Chair Person)
- Vice President(s)
- Treasurer
- Secretary
- Directors

Some volleyball clubs may not be suited to such a structure and should organize their Board to meet their needs, while understanding the necessity to be flexible in their approach for future growth of the club.

In order for the Board to fulfill its duties, each director should learn and execute the individual duties of his or her portfolio and be familiar with the responsibilities of the other directors. The Board's implementation of its duties will result in efficient club meetings allowing the club to operate smoothly.

Below are further descriptions of each position and in the appendix are templates with the description of each board position including the duties, roles, skills, and commitment needed.

2.4.1 President

The President is ultimately responsible for the club. The role of the President is to oversee the running of the club and its administration. This involves running club meetings and ensuring effective management of the Board and its sub-committees.

In the eyes of the members, the success of the club is the President's responsibility. As a Club President, one must be prepared to devote a lot of time to the club. The duty of the President is to stimulate the interest and activity of both the Board and members on all occasions. The President is responsible for creating an image and conducting all the affairs of the club in a judicious manner.

A perceptive President delegates tasks and places trust and confidence in the Board. If possible, there should always be a close liaison between the serving President and the immediate Past President. The successor should be appointed from within the Board as he/she will already have a working knowledge of the Board and the club. A Vice-President can be groomed for such a role.

Club President Job Description Template

(Insert CLUB Name) PRESIDENT

ROLE DESCRIPTION

Responsible to co-ordinate and conduct the day-to-day business and affairs of (insert club name) Volleyball Club with the framework of the Clubs Constitution and By-laws.

SKILLS/QUALITIES REQUIRED

- Ability to behave impartially at all times
- Approachable
- Ability to control meetings effectively
- Commitment to the Association and strong knowledge of the Association's governance and operational issues

- Strong managerial and leadership skills
- Ability to commit the required time and
- Excellent interpersonal skills

MAIN DUTIES

- Assist with the strategic leadership of the club and will be responsible for the general supervision and management of the affairs and operations of (Insert name) volleyball club,
- To chair and control the meetings of the Annual and General meetings of the Club, and be the official spokesperson of the club
- Be familiar with the constitution of (insert club name) Volleyball Club, the general rules for committee procedure, current affairs and business in hand
- Oversee decisions made by the board and other personnel
- In conjunction with the secretary and treasurer present the annual report and accounts respectively
- Be in consultation with the secretary with regards to the content of the agenda and minutes of meetings
- To keep open communication channels with members of the management committee and inform them of any instant decisions taken
- Perform such other duties as may from time to time be established by the Board

COMMITMENT

To chair the AGM once a year, deal with any club issues as and when they arise and attend club management meetings.

2.4.2 Treasurer

The role of the Treasurer is to manage all the income and expenditures pertaining to the club. It is advisable that the person filling this role has the adequate financial skills to fulfill this position. Without a well-supervised budget, a club could easily find itself in financial difficulty.

A Treasurer is responsible for maintaining all records, and ensures dues are paid by all members and the funds go toward the proper areas of the budget. They will also supply the board with financial Statements of the club actions at every annual general meeting and as required from the Board.

Club Treasurer Job Description Template

(Insert CLUB Name) TREASURER

ROLE DESCRIPTION

To assist with the strategic leadership of the Association and will provide leadership in the financial direction of the Association through the formulation and oversight of proper accounting processes and procedures. The Treasurer will manage (insert club name) club's finances and maintain accurate financial records.

SKILLS/QUALITIES REQUIRED

- Must be honest, reliable and bondable
- Experience of producing accounts and budgets is desirable
- A thorough knowledge and understanding of financial reports
- Ability to communicate financial information and concepts
- Provide the Board with an account of financial transactions and financial position of the Association at each meeting of the Board
- Ability to articulate the Board's financial questions to the staff
- Ability to explore financial options and decisions for long-term goals

-- A Professional accounting/financial designation is an asset --

MAIN DUTIES

- Responsible for all club finances
- To produce an annual budget and monitor expenditure
- Be responsible for payment of any monies to and from the club; providing receipts and keeping an up to date record of transactions
- To produce an end of year financial report for the AGM
- Regular report to the committee on the financial position of the club or on the Board of Director's request.
- Shall have custody of all funds, securities, evidence of indebtedness and other valuable documents and shall deposit funds and securities in the name and to the credit of the club in a bank
- Shall retain an accurate account of all funds received and disbursed by the club

COMMITMENT: Attend AGM and have ongoing responsibility for club accounts.

2.4.3 Administrator/ Secretary

The club's Secretary controls the administrative procedures. He/she is the main link between the Board and the club's members. Usually the Secretary is the first point of contact an outsider has with the volleyball club. The efficiency of the Secretary's work will be evident from the success of the club during his/her term of office. Before accepting the position, the Secretary should realize its many responsibilities.

Club Secretary Job Description Template

(Insert CLUB Name) SECRETARY

ROLE DESCRIPTION

To receive and disseminate information effectively and ensure the smooth running of club administration.

SKILLS/QUALITIES REQUIRED

- Strong written and verbal communication skills
- Access to a word processor is desirable
- Good organizational skills
- Attention to Detail
- Experience/knowledge of minute taking and administration skills are desirable
- Knowledge of Club By-Laws and Constitution

MAIN DUTIES

- To liaise with the club chairperson with regards to agenda content
- To take meeting minutes and distribute copies to committee members, and ensure the records are properly kept
- To be the main contact for the club
- To deal with the day to day running of the club
- To prepare and distribute all general correspondence and notices on behalf of the association, including sending out notices of meetings and keeping members at-large informed of the activities of the club
- To respond to any correspondence as appropriate
- To pass on any information received to relevant parties/persons
- Responsible for ensuring the Association meets all legal requirements for record keeping by ensuring that all official documents and records of the Association are properly kept (records should be kept for at least 7 years)
- To perform such other duties as may from time to time be established by the Board

COMMITMENT

Attend the AGM and any other meetings, deal with any other arising club issues.

2.4.4 Vice-President(s)

In many instances, it is assumed that the Vice-President will become Club President. Thus, it is the requirement of the Vice-President to become acquainted with all club activities and the duties of the President in order to prepare for a term in office. Vice-Presidents also have their own portfolios. It may be to oversee other board members or special projects/event management, or recruitment etc.

Club Vice President Job Description Template

(Insert CLUB Name) Vice President

ROLE DESCRIPTION
To aid the President and members of the club, and shall act as President in his/her absence.

SKILLS/QUALITIES REQUIRED

- Good communication skills
- Good organizational skills
- The ability to be concise
- Supportive of the President
- Develop leadership skills
- Effective decision-making
- Understand and knowledge of the Clubs Constitution and Bylaws

MAIN DUTIES

- In the absence of the President, chairing meetings and representing the club whenever such occasion arises
- Liaising between the President and certain committees
- Fulfilling the requirements of the portfolio/duties assigned
- Assisting and advising other Board members on their portfolios

COMMITMENT

Attend the AGM and any other meetings, and act as President in his/her absence.

2.4.5 Immediate Past President

The Past President can be a valuable asset to the club's administration. He/she has a great understanding of the club and its operations, based on his/her previous term in office. He/she may have valuable advice to offer the new President and the Board; however it is up to the current Board to institute what they believe is best for the club, even if this differs from the advice of the Past President.

The Past President can assist the President with meeting procedures and provide history on relevant club issues. The Board may welcome advice on the club program and the target goals outlined in the club's strategic plans. This can be useful in preventing pitfalls or the reinvention of the wheel.

The Immediate Past President shall perform the duties and carry out the responsibilities allocated or set by the President both actively, if required by the President and in an advisory capacity when requested by the President, or any Board of Director or Club Representative for a period of one year.

2.4.6 Other Director Roles (Directors at Large)

The President, Secretary and Treasurer are the 3 most important roles within a club. Depending on the size of the volleyball club, you may wish to incorporate other members or Directors at large in order to assist with other functions and assign a specific portfolio. Many of these responsibilities may be able to be undertaken by 1 Board Member by merging the duties. Beware that taking up too many responsibilities may lead to incomplete tasks and potential burnout.

Other directors/roles that you may want to include are:

- Technical Director/ Coach
  - Enhance player and coach development throughout all age groups of the club
  - Responsible for obtaining, training and supervising all coaches in the club
  - Arrange and/or provide clinics and training programs where needed and disseminate information when appropriate to assist coaches
  - Recruit and provide guidance for younger coaches to continue to grow as a coach for the club
  - Organize and participate in-group coaching meetings
- Developmental Coordinator
  - Responsible for organizing House Leagues, Skills Camps, and Atomic Volleyball Programs within the club for youth development
- Beach Volleyball Director
  - To develop and oversee a Beach Volleyball Program within the club
  - To allow for further development of youth within the sport of volleyball and provide an opportunity to experience and play a new style of volleyball
- Operations/Facilities/Gym/ Transportation Coordinator
  - To organize and enforce transportation policies developed by the club
  - Organize gym facilities and rentals for the club
- Strength and Conditioning Coach/Coordinator
  - Develops strength and exercise programs for all athletes within the club
- Risk Management Officer
  - Will administer the Criminal Record Search system for coaches and other volunteers and Send to VBC annually as stated in the Clubs Risk Management Policy
  - Enforce other risk management policies that are adopted by the club
- Volunteer Coordinator
  - Organize, recruit and manage club volunteers for the many different positions within the club
- Team Manager and Fundraising Coordinator
  - Responsible for recruiting and organizing and ensuring each team has a designated team manager to fulfill the day-to-day duties of each team.
  - May be responsible for application for Gaming Funds and any other club fundraising
- Uniforms/apparel and Equipment Coordinator

- Responsible for organizing and purchasing club apparel, as well as ordering, distributing, and maintaining club jerseys
- Registration
  - Responsible with registration, and organizing tryouts
- Web Master
  - To update and provide online service and communication to club members through club website and/or social media

3. Board Meetings

3.1 Annual General Meeting (AGM)

The AGM is one of the most important meetings that a club is involved in. It is usually written into the constitution that such a meeting must occur. It takes on a more formal approach than the other meetings. These meetings are open to all members of the club. This is where voting for new Board members occurs and motions are passed.

Annual reports and financial statements are presented including reporting on the activities that the club has undertaken during the year. Only matters that have been mentioned on the agenda can be discussed. It is suggested that at least a month's notice is given informing the members of the meeting and the motions to be discussed. In some instances a Special General Meeting is called to discuss an urgent matter - the specifications for such a meeting are usually found in the club's constitution.

The AGM is important, as it is where the club members are able to vote on motions proposed by the Board and also vote in new Board members who they believe have the club's best interest in mind. However, it is often difficult to get members to attend AGMs, and typically participation is poor. Thus, you may want to entice members by informing them that food and refreshments will be served, or arrange the AGM so that it follows a club training session or precedes an award ceremony. By combining the AGM with another more attractive event, it may result in higher membership participation.

It is required under the Society Act that:

- An AGM be held within 15 months of incorporating the society, and then must be held once in every calendar year not more than 15 months from the previous meeting
- A society must give at least 14 days written notice of a general meeting to its members
- A quorum is 3 persons unless your club Bylaws states a different number
- After the AGM the society must file with the registrar an annual report in the form established by the registrar

Club Volleyball AGM Policy Sample

i. The Annual General Meeting (AGM) shall be held before ___Enter Date____ of each year and notice of the AGM must be published on the Club Website and also

communicated to the current years' membership, at the last known email address held by the club, at least 15 days in advance of the meeting date providing location and time of said meeting.

ii. At all General meetings of the club, including the annual general and special general meetings, members in good standing shall constitute a quorum (___ (30) % members in good standing) for the transaction of business provided the quorum present.

iii. In the event that an Annual General Meeting or Special General Meeting fails to achieve quorum 10 minutes after the set start time; the meeting may be reconvened and those in attendance shall constitute a quorum.

iv. Any member in good standing over the age of 19 shall have the right to vote at the Annual General Meeting (AGM), or at a Special General Meeting (SGM), of the society. Such votes must be made in person and not by proxy or otherwise. Each member is entitled to one vote. Where more than one family member is represented, the family shall have one vote.

v. Special General Meetings of the club may be called by the President at his or her discretion, by special resolution of 3/4 of all the members of the Board of Directors, or may be requested by active members of the club, such a request to be in writing and directed to the President. In either event, the date, place, and purpose of such meeting shall be posted on the club website and emails sent out to parent representatives. In such event, however, only the matters set forth in the notice for the Special General Meeting may be addressed at said meeting.

vi. At all general or special general meetings of the club, attendees must sign-in and have their affiliation and membership in good standing confirmed by the Secretary or Treasurer to determine their eligibility to vote.

Source: Lethbridge Volleyball Club http://lethbridgevolleyballclub.com/LVC/wp-content/uploads/2012/11/LVC-ByLaws-Feb-20-2012-approved.pdf)

3.2 Board of Directors Meetings Policy

i. The Board of Directors shall meet as often as deemed necessary to carry on efficiently the business of the club. Notice of such meetings to be valid if provided by electronic mail to the address provided to the Board by each Director.

ii. At all board of Directors meetings 50% plus one Board member of the club shall constitute a quorum for the transaction of business, providing that either the President or Vice President is present.

iii. Each board member shall be entitled to one (1) vote at a meeting of the club.

iv. A Special Directors Meeting (SDM) may be called by the president at his or her discretion by written notification or email to the last known address or email address given by each Board member, provided that such notification shall be given at least twenty-four (24) hours before the proposed Special Directors Meeting.

3.3 Board Meeting and AGM Process Policy – Roberts Rule

Robert's Rules of Order is the standard for facilitating discussions and group decision-making. Copies of the rules are available at most bookstores. Although they may seem long and involved,

having an agreed- upon set of rules makes meetings run easier. Robert's Rules will help your group have better meetings, not make them more difficult. Your group is free to modify them or find another suitable process that encourages fairness and participation, unless the bylaws state otherwise.

The basic elements of Robert's Rules, used by most organizations and clubs are:

1. Motion: To introduce a new piece of business or propose a decision or action, a motion must be made by a group member ("I move that..."). A second motion must then also be made (raise your hand and say, "I second it."). After limited discussion the group then votes on the motion. A majority vote is required for the motion to pass (or quorum as specified in your bylaws.)
2. Postpone Indefinitely: This tactic is used to kill a motion. When passed, the motion cannot be reintroduced at that meeting. It may be brought up again at a later date. This is made as a motion ("I move to postpone indefinitely..."). A second is required. A majority vote is required to postpone the motion under consideration.
3. Amend: This is the process used to change a motion under consideration. Perhaps you like the idea proposed but not exactly as offered. Raise your hand and make the following motion: "I move to amend the motion on the floor." This also requires a second. After the motion to amend is seconded, a majority vote is needed to decide whether the amendment is accepted. Then a vote is taken on the amended motion. In some organizations, a "friendly amendment" is made. If the person who made the original motion agrees with the suggested changes, the amended motion may be voted on without a separate vote to approve the amendment.
4. Commit: This is used to place a motion in committee. It requires a second. A majority vote must rule to carry it. At the next meeting the committee is required to prepare a report on the motion committed. If an appropriate committee exists, the motion goes to that committee. If not, a new committee is established.
5. Question: To end a debate immediately, the question is called (say "I call the question") and needs a second. A vote is held immediately (no further discussion is allowed). A two-thirds vote is required for passage. If it is passed, the motion on the floor is voted on immediately.
6. Table: To table a discussion is to lay aside the business at hand in such a manner that it will be considered later in the meeting or at another time ("I make a motion to table this discussion until the next meeting. In the meantime, we will get more information so we can better discuss the issue.") A second is needed and a majority vote required to table the item being discussed.
7. Adjourn: A motion is made to end the meeting. A second motion is required. A majority vote is then required for the meeting to be adjourned (ended).

Note: If more than one motion is proposed, the most recent takes precedence over the ones preceding it. For example if #6, a motion to table the discussion, is proposed, it must be voted on before #3, a motion to amend, can be decided.

In a smaller meeting, like a committee or board meeting, generally only four motions are used:

- To introduce (motion).
- To change a motion (amend).
- To adopt (accept a report without discussion).
- To adjourn (end the meeting).

* Remember, these processes are designed to ensure that everyone has a chance to participate and to share ideas in an orderly manner. Parliamentary procedure should not be used to prevent discussion of important issues.

PROCESS DURING THE MEETING

1. TO INTRODUCE A MOTION:

Stand when no one else has the floor. Address the Chair by the proper title. Wait until the chair recognizes you.

- Now that you have the floor and can proceed with your motion say "I move that...," state your motion clearly and sit down.
- Another member may second your motion. A second merely implies that the seconder agrees that the motion should come before the assembly and not that he/she is in favor of the motion.
- If there is no second, the Chair says, "The motion is not before you at this time." The motion is not lost, as there has been no vote taken.
- If there is a second, the Chair states the question by saying "It has been moved and seconded that ... (state the motion). . ., is there any discussion?".

2. DEBATE OR DISCUSSING THE MOTION:

- The member who made the motion is entitled to speak first.
- Every member has the right to speak in debate.
- The Chair should alternate between those "for" the motion and those "against" the motion.
- The discussion should be related to the pending motion.
- Avoid using a person's name in debate.
- All questions should be directed to the Chair.
- Unless there is a special rule providing otherwise, a member is limited to speak once to a motion.
- Asking a question or a brief suggestion is not counted in debate.
- A person may speak a second time in debate with the assembly's permission.

3. VOTING ON A MOTION:

- Before a vote is taken, the Chair puts the question by saying "Those in favor of the motion that ... (repeat the motion)... say "Aye." Those opposed say "No." Wait, then say "The motion is carried," or "The motion is lost.".
- Some motions require a 2/3 vote. A 2/3 vote is obtained by standing

- If a member is in doubt about the vote, he may call out "division.". A division is a demand for a standing vote.
- A majority vote is more than half of the votes cast by persons legally entitled to vote.
- A 2/3 vote means at least 2/3 of the votes cast by persons legally entitled to vote.
- A tie vote is a lost vote, since it is not a majority.

Source: http://www.afsc.noaa.gov/education/Activities/PDFs/SBSS_Lesson6_roberts_rules_of_order.pdf

4. Committees

Clubs may wish to create committees to get different governance work completed. Appropriate structure and use of board committees can enhance the efficiency and effectiveness of the board.

Committees can be useful for studying an issue in order to make recommendations, taking on a project or organizing an event. Committees are a valuable mechanism for involving people, sharing the work, ensuring that different perspectives are incorporated and cultivating volunteer leaders.

However, Committee meetings on top of board meetings may causes “burn out” of Volunteer Directors. The expectation of meetings upon meetings can make it harder to recruit people to the boards in the first place. Committees can also waste valuable volunteer and staff time when their work is subject to a thorough re-examination by the board itself.

4.1 Nomination Committee

A nomination Committee is responsible for nominating board candidates, ensuring that the size, leadership and composition of the board are appropriate, and overseeing governance structures and policies (including committee structure, conflict of interest and other policies, and bylaws).

Nomination Committee Resources:

- http://oodp.ca/wp-content/uploads/downloads/2013/09/OODP-Nominating-Committee-Resource-Sept-2013.pdf
- http://www.sport4ontario.ca/rm-resources.html

Sample Nominating Committee Policy

1. Purposes and Mandate: The Nominating Committee is a standing committee of the Board responsible for assisting the Board in discharging its responsibilities related to:

- Ensuring that the organization has on a continuing basis the Board of _____(Insert Club Name) is composed of high-quality candidates with the necessary skills, commitment, and leadership

- That new Directors are oriented and mentored.
- That the Annual Meeting is well planned.

2. Composition/Membership: The committee will consist of 3 persons, the President and two (2) members or Directors of the club.
3. Frequency of meetings: The committee will meet at least at least three (3) times per year, and additionally as required. Meetings will be at the call of the Chair.
4. Mentorship: provide a recommendation to the Board as to an orientation plan for newly elected Directors and newly appointed Board committee members (including any changes to the Board and Board orientation manual) and implement the plan.
5. Recruitment and Selection of new Directors: a) Liaise with the Board to review the composition and recruitment requirements of each committee. b) Develop and review annually the Board Skills Matrix to ensure its categories capture relevant skills (both generally and in terms of achieving the strategic directions of the organization) and diversity, its content provides an accurate composite picture of Directors' and Board committee members' relevant strengths and weaknesses, and its presentation ensures it can be understood 'at a glance'.
6. Advise the Board as to whether a call for prospective candidates is required to fill pending Board and/or Board committee positions; recruit prospective candidates for the Board and for Board committees.
7. Develop or review the interview format, process, and tool for prospective candidates to ensure they address all relevant skills and types of diversity needed.
8. Conduct a search for prospective Board and committee members annually, or as required.
9. Conduct interviews with short-listed candidates, and provide recommendations to the Board as to which candidates should be proposed to the membership to fill vacant Board positions.
10. Receive and verify nominations for Board of Directors and verify that those nominees are members, in good standing, and over the age of 18 years.
11. Present a list of candidates to the AGM, where vacancies exist.
12. Prepare a list bearing the names of all nominees, including its own recommendations, and shall forward a copy of the list signed by the committee Chair to the Secretary no later than five (5) business days prior to the date of the Annual General Meeting.

13. Prepare ballots if necessary.
14. On an as-needed basis, recommend to the Board any candidates for the Board to appoint mid- term, should a Board member resign before their term is up.
15. Term: Members of the Committee will serve terms of one year, and this term may be renewed to a maximum of three terms. The Board will promote continuity on the Committee by ensuring that in any given year no more than two new members are appointed.

4.2 Fundraising Committee

Fundraising is an important and critical issue for clubs. Creating a fundraising committee can allow for a more effective and efficient way of raising club funds.

It is the job of the fundraising committee to create a plan that will guide the organization in seeking out and securing funding from an array of outside sources. The committee must identify and communicate with potential donors to support the work of the club

Sample Policy of Fundraising Committee: A Fundraising Committee is to be established at the start of each season to ensure the continued operation of the club. At least one Director of the club shall sit on the Committee and any member of the club qualifies for committee membership.

4.3 Technical Committee

To ensure proper technical guidance and instruction for its members a Technical Committee can be an effective way of ensuring a sound technical program is delivered to all members including players' coaches and parents. Creating this type of committee can be in lieu of a Technical Director.

The Technical Committee should be comprised of independent senior/ experienced and certified coaches, to provide technical advice and guidance for the club. If no type of committee is available, the Board may seek guidance and technical advice from the Volleyball Nova Scotia Technical Director.

* Note it is strongly suggested that Clubs appoint a Technical Director or Coach.