



Policy on Operational Committees

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1. GOAL

- 1.1 To provide guidelines for how Cycling Canada (CC) staff select and work with volunteers who serve on Operational Committees.

2. PRINCIPLES

- 2.1 As part of a deliberate transition to a policy-based governance structure, the CC Board recognizes that the primary role of paid professional staff is to execute the Strategic Plan with considerable autonomy.

The CC Board also recognizes that given the large diverse scope of cycling sports in Canada that it remains vital to gain the input and support from a network of engaged volunteers across the country to create the best chance of success in meeting those Strategic Plan objectives.

Therefore, the CC Board believes that the selection of the most effective operational committee members is achieved through a robust appointment-based selection process based on evaluation of skills, overall makeup of each committee.

3. FIELD OF APPLICATION

- 3.1 This policy applies to staff and volunteers associated with both high performance and three development related Operational Committees as defined below.

4. DEFINITIONS

- 4.1 **Strategic Plan:** The long-term plan developed through collaboration with stakeholders and which is monitored and updated periodically.
- 4.2 **Operational Committees:** Groups formed under the direction of senior staff with a specific mandate such as, but not limited to: High Performance, Officials, Events, and Coach Development.

5. POLICY STATEMENT

- 5.1 The CC Board empowers the CEO, and assigned staff, to appoint and manage Operational Committees in accordance with CC policies and guided by the Strategic Plan.

6. PROVISIONS

- 6.1 **Terms of References:** Detailed Terms of Reference for each of the Operational Committees is included in the Appendices and forms part of this policy. Review and updating of these Appendices is the responsibility of senior staff and the CC CEO with final approval by the Board.

- 6.2 **Composition:** Committee size is flexible based on the ability to find a competent cross-section of skills. Committee size is expected in this range:
- 6.2.1 High Performance: Eight to ten members including a chair and one Athlete Council appointed representative. Sport specific sub-committees will be formed from within committee members.
 - 6.2.2 Event: Four to six members including a chair.
 - 6.2.3 Officials: Four to six members including a chair.
 - 6.2.4 Coach Development: Four to six members including a chair.
 - 6.2.5 In addition to the appointed committee members, committees may invite additional guests, with specific expertise, as needed from time to time.
- 6.3 **Committee Skills Matrix:** A matrix of desired committee member skills is included in the Appendices and forms part of this policy.
- 6.4 **Selection Process and Timing:** This section outlines a recommended process in selecting committee members, recognizing that flexibility may be needed.
- 6.4.1 Timing: The committee selection process starts at the end of each season and should be completed by February, if possible.
 - 6.4.2 Initiation: The selection process is initiated through an open 'expression of interest' call for volunteers together with directly approaching known individuals with potential qualifications and skills. Interested persons may provide information supporting their expression of interest but detailed resumes are not mandatory.
 - 6.4.3 Rotating two-year terms: Approximately half of the committee members are selected each year to provide continuity and renewal. There are no specific term limits, but renewal is desirable and any member wishing to remain on the committee must go through the same appointment process for each term.
 - 6.4.4 Chair: The chair of each committee will be selected every two years. Where practical, the Chair will be selected prior to selection of remaining members and will assist with that selection.
 - 6.4.5 Selection Committee: The selection committee will consist of responsible senior staff person, one additional staff member, plus the committee chair, once selected.
 - 6.4.6 Selection Decision: The selection committee will meet to select the best mix of committee members based on scoring candidate skills against the matrix in the attached appendices. The selection committee may seek additional information, if needed, but formal interviews are not necessary.
 - 6.4.7 Approval: The final selection of all committee members is subject to review and approval of the CEO/Executive Director.
- 6.5 **Removal and Replacement:** All committee members are expected to attend meetings, stay informed and engaged and generally contribute in their areas of expertise as much as possible while following all CC policies including, but not limited to, the Code of Conduct, Confidentiality and Disclosure and Conflict of Interest. Should any committee member fail to meet the expectations of senior management, then removal and replacement, subject to CEO/ED review and approval, will be undertaken as soon as practical to ensure continuity and effectiveness of each committee.

7. REVIEW AND APPROVAL

- 7.1 Original policy development lead: Bill Kinash, Mathieu Boucher
- 7.2 Current policy development lead: Bill Kinash, Mathieu Boucher

Appendix A: High Performance Committee (HPC) Skill Matrix and Selection

Area of expertise	
1	Coaching elite athletes <ul style="list-style-type: none"> • Professional road athletes (Pro continental or higher); professional MTB athletes (elite World Cup athletes) • Olympic cycling at worlds and/or Major Games • Para-cycling at worlds and/or Major Games
2	Coaching developing athletes <ul style="list-style-type: none"> • In Development programs – up to the international level (junior and/or U23) • In Provincial team programs • In Grassroots programs
3	Competing at world championships and/or Major Games <ul style="list-style-type: none"> • As a professional athlete • As an Olympic athlete • As a Paralympic athlete
4	Program management <ul style="list-style-type: none"> • Budgeting • Policy development • Managing arbitration and appeals
5	Speed/power cycling <ul style="list-style-type: none"> • Competing, coaching and/or directing at the elite, international level (professional teams/athletes, world championships or Major Games teams) <ul style="list-style-type: none"> ○ BMX and Track Sprint
6	Endurance cycling: <ul style="list-style-type: none"> • Competing, coaching and/or directing at the elite, international level (professional teams/athletes, world championships or Major Games teams) <ul style="list-style-type: none"> ○ Mountain Bike, Road, and Track Endurance
7	Diversity and inclusion in sport <ul style="list-style-type: none"> • Gender equity • LGBTQ • Indigenous peoples
8	Sport Science and Sport Medicine <ul style="list-style-type: none"> • Physiology • Psychology • Strength & Conditioning • Nutrition • Data analysis

Each committee member to be assessed against the categories above using the following scale, with the objective being to have at least one committee member with a score of 4, and a minimum total score of 9 points for the top 3 committee members in each category.

SCORING:

- 0 – No direct experience
- 1 – Superficial experience/understanding
- 2 – General experience/understanding
- 3 – Extensive indirect experience/understanding
- 4 – Previous personal experience at a high level
- 5 – Current personal experience at a high level

Appendix A - High Performance Committee Terms of Reference

Mandate

The High Performance Committee (HPC) assists with the development and review of policy related to the high performance programs. The Committee advises the High Performance Director (HPD) on matters in which exemptions from respective policies are being requested by members.

Responsibilities

The HPC advises the HPD and/or the National Coaches in the following areas:

- National Team selections for World Championships and Major Games.
- Major Games and World Championships selection criteria.
- Athlete Assistance Program criteria.
- Disciplinary matters within the High Performance Programs.
- Other High Performance selection and policy matters through discipline-specific advisory subcommittees.
 - o There are five advisory sub-committees (one each for; Road, Track, Mountain Biking, Para and BMX), each composed of two HPC members. These groups will be appointed from within the HPC membership by the Chair and HPD with due consideration to gender and regional balance.

Authority

The HPC has the authority to:

- Ratify decisions in its area of responsibility, and require additional rationale or a review of the decision if it determines the decision maker may have:
 - a) Made a decision for which it did not have authority or jurisdiction as set out in governing documents;
 - b) Failed to follow procedures as laid out in CC's bylaws or approved policies;
 - c) Made a decision that was influenced by bias, where bias is defined as a lack of neutrality to such an extent that the decision-maker is unable to consider other views or if the decision was influenced by factors unrelated to the substance or merits of the decision;
 - d) Failed to consider relevant information or considered irrelevant information in making the decision;
 - e) Exercised its discretion for an improper purpose; and/or
 - f) Made a decision that was grossly unreasonable.
- From time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Schedule meetings and any other activities to facilitate decision-making
- Suspend members and groups for discipline relating to personal conduct in national and international competition, and in accordance with the CC Code of Conduct and the relevant competition rules.

Accountability

- The HPC is accountable to the HPD and Chief Executive Officer for carrying out its responsibilities in a way that contributes to the achievement of the high performance goals set out in the strategic plan, consistent with organizational values and policies.

Appendix B: Official Committee (OC) Skills Matrix and Selection Scoring

Area of expertise	
1	International Commissaires <ul style="list-style-type: none"> Active as an international commissaires (Internationally) Active as international commissaires (Nationally)
2	ENC & National commissaires <ul style="list-style-type: none"> Active as an ENC commissaires (Internationally) Active as an ENC commissaires (Nationally) Active as a national commissaires
3	Sport Development <ul style="list-style-type: none"> Understand the role of commissaires in athlete development Understand the Canadian sport system Understand the competition system in Cycling
4	Sport Administration <ul style="list-style-type: none"> Budgeting Policy development Development of tools to support the committee mandate
5	Commissaire Education (International) <ul style="list-style-type: none"> Active as an International Instructor /Evaluator Active as a ENC Instructor / Evaluator Ability to create commissaire training and development plans
6	Commissaire Education (National / Provincial) <ul style="list-style-type: none"> Active as a National Instructor /Evaluator Active as a Provincial / Evaluator Ability to create commissaire training and development plans
7	Diversity <ul style="list-style-type: none"> Men / Women Diversity representation Geographic representation
8	Sport Representation <ul style="list-style-type: none"> BMX (Racing / Freestyle) CX Cycling For all Esports MTB (XCO / DH / Enduro) Road (Para) Track (Para)

Each committee member to be assessed against the categories above using the following scale:

Scoring:

- 0– No direct experience
- 1– Superficial experience / understanding
- 2- General experience / understanding
- 3- Extensive experience / understanding

Appendix B - Officials Committee (OC) Terms of Reference

Mandate

The Officials Committee (OC) advises and supports the Head of Development and Operations with the development and review of policy and regulations related to the development, evaluation and assignments of officials.

Responsibilities

1. Ratify the assignment process for national and international events in Canada
2. Plan for the ongoing recruitment and development of officials
3. Develop, review and implement officials certification programs
4. Oversee the evaluation of national level officials
5. Identify and develop professional development opportunities for commissaires
6. Recommend Canadian officials to UCI & ENC courses
7. Ensure the enforcement by officials in Canadian events of the CC/UCI rulebook
8. Review UCI rule changes and develop and implement appropriate National rule changes.
9. Receive and circulate provincial changes to National rules.
10. Develop effective tools for communicating with officials
11. Administer disciplinary matters related to Canadian officials

Authority

Ratify decisions in its area of responsibility and require additional rationale or review of the decision if it determines that policies or process were not followed in the decision making process.

- Develop program guidelines and procedures related to the development, assignment and evaluation of officials
- Form advisory sub-committees to work on specific aspects of its mandate.
- From time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects
- Suspend officials for discipline relating to personal conduct

Accountability

- The OC is accountable to the Head of Development and Operations (HDO) and the CEO for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.

Appendix C: Event Committee (EC) Skills Matrix and Selection Scoring

Area of expertise	
1	Organizing and Planning Events <ul style="list-style-type: none"> • Active organizer of cycling events • Active organizer of large scale events • Support the planning or execution of events • Support the development of bids for major cycling events
2	Event Promotion and Marketing <ul style="list-style-type: none"> • Active in sport promotion and marketing • Understand brand activation • Experience negotiating with partners / sponsors
3	Sport Development <ul style="list-style-type: none"> • Understand the role of events in athlete development • Understand the Canadian sport system • Understand the competition system in Cycling
4	Sport Administration <ul style="list-style-type: none"> • Budgeting • Policy development • Development of tools to support the committee mandate
5	Customer satisfaction / Memberships satisfaction <ul style="list-style-type: none"> • Experience in customer service •
6	Compete / attendance at Cycling events <ul style="list-style-type: none"> • Compete at national / international Cycling events • Attend national / international Cycling events • Compete / attend other major sporting events
7	Diversity <ul style="list-style-type: none"> • Men / Women • Diversity representation • Geographic representation
8	Sport Representation <ul style="list-style-type: none"> • BMX (Racing / Freestyle) • CX • Cycling For all • Esports • MTB (XCO / DH / Enduro) • Road (Para) • Track (Para)

Each committee member to be assessed against the categories above using the following scale:

Scoring:

0– No direct experience

1– Superficial experience / understanding

2- General experience / understanding

3- Extensive experience / understanding

Appendix C - Event Committee (EC) Terms of Reference

Mandate

The Event Committee (EC) assists with the development and review of policy related to the management of the national calendar. They advise the staff on the development and approval of the national calendar consistent with the vision of optimizing athlete's development and offering quality events to our members.

Responsibilities

The EC advises the (HDO) in the following areas:

1. Establish a bidding procedure for national championships, national series and other major UCI events in Canada.
2. Establish an annual national calendar that includes national championships, national series and other major UCI events in Canada.
3. Awards events according to organization policy, operating guidelines and bidding requirements.
4. Ensure CC and UCI sanctioned events meet UCI and/or CC standards.
5. Support the development of current and new event organizers.
6. Oversee the planning and the inclusion or new events and new disciplines
7. Provide guidelines for organizers of national championships, national series and other national calendar fixtures.
8. Provide guidance to PTSOs with regards to provincial championships and provincial events

Authority

The EC has the authority to:

- Ratify the national calendar as proposed by the staff, and require additional rationale or a review of the decision
- Develop program guidelines and procedures related to the bidding, awarding and evaluation of national calendar events
- Form advisory sub-committees to work on specific aspects of its mandate.
- From time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects

Accountability

- Accountable to the Head of Development and Operation (HDO) for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.

Appendix D – Coach Development Committee Skills Matrix and Mandate (TBD)