PARALYMPIC OPERATIONS DEPARTMENT

Advisory Council Policy

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Purpose

This policy outlines the core responsibilities and the mode of operation for the Paralympic Operations Department (POD) Advisory Council. This policy builds upon the duties of the Council outlined in the POD Handbood. No element of this policy should be interpreted to contradict any component of the POD's handbooks**.**

Applicability of Policy

This policy applies to the members of the Council, Council Committees and to any person or organization who may participate in Council activities from time to time

Council and Counci Committee Meetings

All references in this section to the Council shall apply equally to Council Committee Meetings. References to the Chair] and the Executive Director of the POD would be to the Committee Chair and the staff liaison respectively.

Calling a Council Meeting

The Chair shall be primarily responsible for calling Council meetings, both those scheduled, and any called on an as-needed basis.
As per the POD handbook, Council meetings may be called if requested by a majority of Council members. If a meeting is requested by Council members, the Chair shall ensure, on a best efforts basis, that all meeting preparation steps (outlined below) are properly executed.

Meeting Agendas

All meeting agendas shall include all items to be discussed or reviewed. Council members wishing to add to the agenda may request an addition at a meeting but should endeavor to notify the Chair in advance of the meeting when possible.

Agenda Preparation

The Chair shall work with the Executive Director of the POD to prepare and promulgate the meeting agenda. Agendas and background information should be made available to the Council at least seven (7) days before the meeting.
Exigent circumstances may result in information going out to the Council later than this date. In these cases, the Council should be provided information as it becomes available.
The Chair shall solicit Council members for agenda items on a regular basis and shall be ready to consider suggestions from Council members at any time.
The Executive Director of the POD shall ensure that the agenda is distributed to the members of the Council in a timely manner and with all appropriate documentation.
Agenda items shall be classified as one of the following:

> Item for Council Action;
> Item for Council Information;
> Item for Council Discussion; or

Other

Consent Agenda
The Council should only use Consent Agenda at its discresion to structure its meetings. The Consent Agenda items will include, but are not limited to:
Approval of Minutes
All routine reports from management and/or committees
Information items not needing further discussion.

Adoption of the Consent Agenda
The Consent Agenda and associated background information shall be presented as part of the advance materials for all meetings. The Consent Agenda shall be presented as a single agenda item for adoption by the Council. If any Council member wishes to discuss any Consent Agenda item further, he or she can request that that item be removed from the Consent Agenda and placed on the regular agenda of the meeting. The Chair shall ask the Council to approve the Consent Agenda as presented, thus adopting the reports and approving any motions therein.

Minutes and Keeping Record of Meetings
Minutes shall be kept for all meetings of the Council and of Council Committees (see Appendix A for Meeting Minutes Templete). Minutes shall be kept to ensure a transparent record for the Logan, the POD, the members of the sport(s) manage by the POD, and stakeholders. The specific format of the minutes shall be determined by the Secretary, in conjunction with the Exeutive Director of the POD. At a minimum, minutes shall include:
All action items and motions.
Records of discussion that capture all salient points and all non-confidential preparatory documents.
Notations of when a participant in the meeting recused him or herself from a portion of the meeting (or a vote) due to a real, perceived or potential conflict of interest.

Recording of Motions
All motions shall be recorded to capture the person making the motion, and the person seconding the motion. The result of the motion shall capture if the motion was carried or not and shall capture the names of any members wishing to have their dissenting vote noted in the minutes. All motions should be indexed or numbered for tracking purposes.

Publication of Minutes
Unofficial Minutes should be published on the POD website no more than thirty (30) days after the completion of the meeting. If the minutes are not yet approved by the Council, they must be marked as unofficial when published.
Once approved, minutes should be published and/or marked as approved on the POD website within ten (10) days.

Conduct of Meetings
In the course of all meetings, the Council will strive to be:
> Collegial
> Honest
> Focused on the mission, vision, values and strategy
> Comprehensive

Council meetings will be developed to engender meetings that are:
> Focused on matters of strategic importance;
> Structured to ensure contributions from all Council members;
> Well informed via advance materials;
> An engaging, challenging and enjoyable experience for all participants in the meeting.

Declaration of Conflicts at or During Meetings
In keeping with the Conflict of Interest Policy, the Council will be asked to declare any Conflicts of Interest as part of the agenda presentation at every Council meeting.
Council members should always be forthcoming about any conflict or potential conflict of interest.
Should a Council member realize there is potential conflict at any point after the declaration, he or she should declare said conflict at that time.
Annual declarations of Conflict of Interest are essential and are supplemented, not replaced, by the request for declarations at every meeting.
Should a Council member declare a conflict at a meeting, the Council can consider the potential conflict and advise the Council member as to the permissibility of their participation on the topic.
> If the Council member volunteers to recuse, the Council need not consider the issue further.
> If the Council member disagrees with the Council's direction, the issue should be referred to the Ethics Committee for a ruling on the matter.

Should a Council member feel that another Council member has a conflict he or she should ask the Chair to consider the conflict as a point of order. The Chair should then prompt the process outlined above.

Consensus Based Decision Making
The Council led by the Chair should strive for consensus in its decision making. Contested votes are sometimes necessary, and expression of contrary opinion is healthy, but the Council should work together to arrive at a consensus position whenever it can, while respectfully disagreeing whenever it must.

Athlete Voice
The Council will work collaboratively to ensure that the voice of sport(s) managed by the POD athletes are considered in all decisions. Athletes on the Council bring a unique perspective that the Council will solicit and seek to understand in the course of decision making.

Athletes on the Council will not be expected to "speak for all athletes" in meetings but bring their perspective as an athlete. When the Council wishes to solicit athletes for their collective opinions it will do so in keeping with stakeholder consultation principles outlined below.

Executive Session

At times, the Council should use Executive Session to discuss proprietary or private matters.

Executive Session should be used by exception only, and should only be used to discuss:

> Matters where the personal privacy of a person or persons may be compromised;
> Matters where proprietary commercial information may be discussed;
> Matters where in-progress negotiations or litigation may be compromised by public discussion;
> The performance of the Executive Director of the POD, or other personnel issues.

The Executive Director of the POD shall be included in all sessions, including Executive Sessions, with the sole exception of discussing his or her performance in which the Logan's President will attend.

No decisions or motions should be formalized in Executive Session. While items may be discussed, all motions and action items should be made in open session with minutes taken.

In Person Meetings

In person meetings should be scheduled such that there is time for Council members to socialize with each other and such that there is adequate time for rest, fellowship, recreation and exercise for those who want it.

Relationship and Communication with Staff

The Executuve Director of the POD is charged with the supervision and management of the POD staff.

Council members should use the Executive Director of the POD as their primary conduit for information on the management of the organization. The Council may, from time to time, ask that a senior staff member present to the Council on a specific topic about which they have subject matter expertise. Any such request for information should not be construed as the creation of a reporting relationship.

Council Committees and Task Forces

Standing Council Committees will exist in keeping with the POD Handbook.

Other Council Committees may be struck from time to time at the discretion of the Council and the Executive Driector of the POD. The Council and the Executive Director of the POD may strike Task Forces from time to time.

Standing Committees

The standing committees of the Council shall be constituted and comprised of individuals as is outlined by the POD Handbook. There are two types of Standing

Committees for the purpose of this policy: Standing Council Committees and Standing Independent Committees.

Standing Council Committees
Council Committees exist to provide insight, expertise, and recommendations to the Council. These committees have been delegated no decision-making authority. Council Committees may review information provided by management, external information sources and/or, upon approval of the Council, the Executive Driector or the POD and Logan's President, from outside consultants or experts. Council committees will provide the Council information on subjects in their respective terms of reference and on specific issues as requested by the Council.

Standing Independent Committees
Independent Committees have the authority to make decisions in relation to their respective terms of reference. Independent Committees may be requested to make a ruling on a specific question put before them as requested by the Council or the Executive Director of the POD or as prompted via other processes outlined in policy or the POD Handbook. Independent Committees may make recommendations to the Council in relation to Policy development based on their terms of reference or in areas that arise during their activities.

Staff Liaisons to Council Committees
The Executive Director of the POD shall designate a staff liaison for all Council Committees. The staff liaison to Council Committees shall serve as ex-officio members of those committees, providing administrative and procedural support as well as serving as a contributing member of the committee.
The Executive Director of the POD shall not designate him or herself as the staff liaison to Independent Committees. The Executive Director of the POD may appoint a staff liaison to Independent Committees on a case-by-case basis to minimize any potential real or perceived conflict of interest. Staff liaisons to independent committees shall provide administrative support to the committee and shall provide expertise on procedural matters as requested by the Committee.
Independent Committee Meetings
Hearing panels conducted by Independent Committees shall be conducted in keeping with the POD Handbook and [the POD Grievence Procedures. Non-hearing meetings of the committees shall be conducted in keeping with this policy.

Task Forces
Task Forces shall conduct themselves in keeping with the guidelines outlined above in relation to Standing Council Committees. The Council, in striking a Task Force should provide the following guidance as a minimum:
        The deliverable for the Task Force;
        The composition of the Task Force;

A specific sunset time for the Task Force after which time it will be dissolved unless specifically extended by the Council; and

The means for the Task Force to report to the Council.

The Council may direct staff to allocate appropriate resourcing to the Task Force's work.

Council Relationship with Staff

The Council has one employee, the Executive Director of the POD. The Executive Director of the POD is charged with the management of the organization, and with the supervision, hiring and termination of POD staff. The Council may, through the Executive Director of the POD, request information directly from members of the staff so as to have a direct line of sight into strategic areas of operation. Such information should be provided via a formal channel and should never involve a direct line of communication between a Council Member and a staff member.

Staff of the POD may be consulted directly by the President of Logan as it pertains to the evaluation of the performance of the Executive Director of the POD as an element of Logan's performance evaluation of the Executive Director of the POD. Staff should be encouraged to bring specific concerns, complaints or performance issues about the Executive Director of the POD to the President of Logan. The President of Logan may consider those issues as part of the evaluation of the Executive Director of the POD or may escalate to the Board of Trustees if he/she sees fit. As applicable, staff may also submit complaints, questions or comments through other channels authorized in other Logan policies and/or the POD handbook.

Council Relationship with Stakeholders and Partners

The Council will ensure there are ongoing means of communication with stakeholders of the members of the sport(s) managed by the POD. These communications will help inform the work of the Council.

Some Council members will have existing and important relationships with partners and stakeholders. Council members should use discretion in maintaining those relationships, hearing and appreciating perspectives and ensuring that no one stakeholder has extraordinary influence as a result of that relationship. If the Council wishes to solicit the opinions of stakeholders in relation to a specific issue or question, the Council should put in a request to the POD to conduct or coordinate formal consultation processes (surveys, focus groups, etc.). The Council request staff, a Committee or a Task Force to aggregate that feedback and provide a summary report to the Council.

Any such relationship that may give rise to a real or perceived Conflict of Interest should be noted by the Council member in keeping with the Conflict of Interest Policy.

Council Annual Work Plans

Working in conjunction with the Executive Director of the POD, the Council Chair will lead on developing an annual workplan for the Council. This plan should be created in

soley in conjunction with the POD's operating plan and budget for the sport(s) managed by the POD for the same year. The Council Work Plan is subject to the approval of the full Council. The Council Work Plan should include at least the following elements:
Annual Meeting Schedule
>   Including major topics or themes of meetings (e.g., policy review, budget (specific to the sport(s) managed by the POD) approval) as appropriate

Governance and Policy Work Plan
Plan for Stakeholder Consultations

Council Evaluation

The Council will undertake evaluation of its activities and its effectiveness on an ongoing basis. All evaluations should be anchored on the values, mission, and vision of the POD along with the work plan of the Council. No less than bi-annually, the Council will conduct a self-evaluation process to provide feedback on the function and effectiveness of the Council and of its members. No less than bi-annually, the Council will ensure that Council Committees conduct self-evaluations to provide feedback on the function and effectiveness of the Council and of its members.

As part of every Council meeting, the Chair should solicit feedback from the members of the Council on the conduct of that meeting.

Council Individual Responsibilities

Every Council member has responsibilities to contribute to the Council. The points below outline the key areas in which each Council member is expected to perform all these functions:

- Understand and execute Council responsibilities, while respecting the authority and responsibility of the Executive Director of the POD;
- Lead strategically with a forward focus; collaboratively with the Executive Director of the POD, set strategic direction and high-level priorities.
- Do not micromanage by getting caught-up in day-to-day details; respect the Executive Director of the POD authority to lead and manage POD.
- Commit to the best interests of POD, vote and act responsibly for POD and all its stakeholders, not exclusively for one stakeholder group.
- Support Council decisions once they are made.
- Honor confidentiality requirements and commitments.
- Behave ethically, taking care to disclose and act appropriately on any conflicts of interest.
- Behave courteously; communicate succinctly and respectfully; listen attentively to others; proactively encourage and seek to understand diverse viewpoints.
- Regularly attend and prepare for Council meetings and activities.
- Serve as POD advocate, speak well of the POD and other Council members.

Council Collective Responsibilities

Working as a group, the Council will focus its time and energy on the following:

Determine mission and purposes of the sport(s) managed by the POD. The Council must create and periodically review a statement of mission and purpose that is relevant in the current environment and appropriately serves its primary stakeholders of the sport(s) managed by the POD.

Support the Executive Director of the POD. The Council must ensure that the Executive Director of the POD has the moral and professional support he or she needs to further POD goals.

Ensure effective planning. The Council must actively participate in an overall planning process and assist in implementing and monitoring plan goals.

Monitor and strengthen programs and services. The Councils must determine which programs are consistent with the sport(s) managed by the POD mission and monitor their effectiveness.

Assist in protect assets and provide financial oversight. Councils assist in developing an annual budget and that proper financial controls are in place.

Build a competent Council. The Councils must articulate prerequisites for Council candidates, orient new members, and periodically and comprehensively evaluate their own performance.

Enhance the POD and its sport(s) public standing. The Council must clearly articulate the POD and the sport(s) it manages mission, accomplishments, and goals to the public, and garner support from the community.

Limitations on Action

Unless specifically and clearly delegated by the Council, no member of the Council has the authority to bind the POD to a contract, financial commitment, action or policy.

No Council member has direct operational authority in the POD.

All Council Memberss shall abide by the decisions of the Council.

Appendix A: Meeting Minutes Template

Meeting Minutes Template

Location	Date	Time	Format (in-person, phone ect)

In Attendance

Council Members Present		
Council Member Name	Position on Council	Present/Regrets/Absent
Others Present		
Name	Position	Present/Regrets/Absent

Minutes

1. **Call to Order**

[INSERT NAME] called the meeting to order at [INSERT TIME]. At that time, a quorum was confirmed.

2. **Approval the Agenda**

[INSERT NAME] asked members and observers if anyone had a conflict to declare or had a conflict related concern in relation to any of the items on the agenda. [INSERT IF CONFLICT WAS OR WAS NOT NOTED].

MOTION	[INSERT TYPE]BD	[INSERT YEAR]	[INSERT MOTION NUMBER}
To approve the agenda as presented.			
Moved	[INSERT NAME OF COUNCIL MEMBER]	Seconded	[INSERT NAME OF COUNCIL MEMBER]
[INSERT IF MOTION WAS CARRIED OR NOT AND IF OPPOSSED THE MEMBER WANTS IT NOTED]			

Motion Type: AC= Advisory Council, EC= Ethics Committee, JC = Judicial Committee, NC = Nominating and Governance Committee. Motions will be indexed by type, year it was made and order in which it was made. Example the first motion of the 2021 year made on a matter in the Ethics Committee would be index as EC, 20, 01

3. **Item for Board Consideration**

[INSERT NAME] presented, based on his/her [INSERT TYPE OF REPORT AND DETIALS OF ITEM] Questions were asked of [INSERT NAME].

- [INSERT QUESTION]
  - [INSERT ANSWER].
- [INSERT QUESTION]
  - [INSERT ANSWER].

MOTION		
[INSERT TYPE]	[INSERT YEAR]	[INSERT MOTION NUMBER}

[INSERT MOTION DISCRIPTION].			
Moved	[INSERT NAME OF COUNCIL MEMBER]	Seconded	[INSERT NAME OF COUNCIL MEMBER]
[INSERT IF MOTION WAS CARRIED OR NOT AND IF OPPOSED BY WHOM]			

Motion Type: AC= Advisory Council, EC= Ethics Committee, JC = Judicial Committee, NC = Nominating and Governance Committee. Motions will be indexed by type, year it was made and order in which it was made. Example the first motion of the 2021 year made on a matter in the Ethics Committee would be index as EC, 21, 01

ACTION		
[INSERT ACTION DISCRIPTION]	[INSERT WHO CARRIES OUT ACTION]	[INSERT DEADLINE FOR COMPLETION]
INSERT ACTION DISCRIPTION]	[INSERT WHO CARRIES OUT ACTION]	[INSERT DEADLINE FOR COMPLETION]

4. Executive Session

[INSERT NAME] requested that the Council go into Executive Session to discuss [INSERT MATTER]. Executive Session included all Council Members present as well as [INSERT ADDITIONAL PERSONS].

MOTION			
	[INSERT TYPE]	[INSERT YEAR]	[INSERT MOTION NUMBER}
[INSERT MOTION DISCRIPTION].			
Moved	[INSERT NAME OF COUNCIL MEMBER]	Seconded	[INSERT NAME OF COUNCIL MEMBER]
[INSERT IF MOTION WAS CARRIED OR NOT AND IF OPPOSED BY WHOM]			

Motion Type: AC= Advisory Council, EC= Ethics Committee, JC = Judicial Committee, NC = Nominating and Governance Committee. Motions will be indexed by type, year it was made and order in which it was made. Example the first motion of the 2021 year made on a matter in the Ethics Committee would be index as EC, 21, 01

MOTION			
	[INSERT TYPE]	[INSERT YEAR]	[INSERT MOTION NUMBER}
[INSERT MOTION DISCRIPTION].			
Moved	[INSERT NAME OF COUNCIL MEMBER]	Seconded	[INSERT NAME OF COUNCIL MEMBER]
[INSERT IF MOTION WAS CARRIED OR NOT AND IF OPPOSED BY WHOM]			

Motion Type: AC= Advisory Council, EC= Ethics Committee, JC = Judicial Committee, NC = Nominating and Governance Committee. Motions will be indexed by type, year it was made and order in which it was made. Example the first motion of the 2021 year made on a matter in the Ethics Committee would be index as EC, 21, 01

5. Adjournment

MOTION			
	[INSERT TYPE]	[INSERT YEAR]	[INSERT MOTION NUMBER}
[INSERT MOTION DISCRIPTION].			
Moved	[INSERT NAME OF COUNCIL MEMBER]	Seconded	[INSERT NAME OF COUNCIL MEMBER]
[INSERT IF MOTION WAS CARRIED OR NOT AND IF OPPOSED BY WHOM]			

Motion Type: AC= Advisory Council, EC= Ethics Committee, JC = Judicial Committee, NC = Nominating and Governance Committee. Motions will be indexed by type, year it was made and order in which it was made. Example the first motion of the 2021 year made on a matter in the Ethics Committee would be index as EC, 21, 01

The meeting was adjourned at [INSERT TIME].

Appendix B: Advisory Council's Organizational Structure

President

Advisory Council - - - - - - - - - - - - - ED of POD

Officers

Committee

Taskforce*

Chair

Ethics

Vice Chair

Judicial

Secretary

Nominating and Governance