

CANADIAN STRATEGY FOR ETHICAL CONDUCT IN SPORT

STEERING COMMITTEE

TERMS OF REFERENCE

MAY 2003
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STEERING COMMITTEE - TERMS OF REFERENCE

May 21, 2003

Role:

The Steering Committee is responsible for managing the implementation of the Canadian Strategy for Ethical Conduct in Sport (Strategy). This includes a broad range of activities: providing direction to the Secretariat in its implementation of the Action Plan; coordinating and integrating initiatives undertaken throughout the sport community for the successful implementation of the Strategy's vision, goals and objectives; and ensuring accountability to the sport community and governments as required.

The Strategy represents the federal, provincial and territorial governments' joint policy to address topical and fundamental issues relating to ethical conduct in sport, by virtue of the F-P/T Ministers responsible for sport, recreation and fitness endorsing the Strategy's Policy Framework and Action Plan in April 2002 and February 2003 respectively. Because the Strategy is designed as a partnership between the sport community and governments working towards a common vision, goals and objectives, the Steering Committee faces a unique challenge in ensuring that progress towards these ends attracts the participation of an increasing number of organizations in the sport community while remaining accountable to governments.

The Policy Framework and Action Plan for the Strategy are attached at Appendix A.

Objectives:

The Steering Committee shall be responsible for:

1. Coordinating the overall implementation of the Strategy, including:
 - 1.1 Developing a comprehensive long-term plan for the Strategy, including goals and objectives for each of the components identified in the Policy Framework of the Strategy.
 - 1.2 Identifying and selecting the initial and priority actions to be undertaken on the basis of strategic and resource considerations in the interest of moving the Strategy forward.
 - 1.3 Directing the activities of the Secretariat established and staffed by the CCES as the coordinating mechanism for the implementation of the Strategy's Action Plan.
2. Identifying and promoting opportunities for investment in the Strategy.

3. Fostering cooperation and collaboration among government and non-governmental organisations, including the consideration of various roles and responsibilities, in the implementation of the Strategy.
4. Ensuring appropriate monitoring and evaluation of the Strategy's progress.

It is understood that the Steering Committee will carry out the planning and evaluation for the Strategy in such a way as to ensure its relevance and effectiveness for all stakeholders and participants. This will include the following functions:

- Adjusting the Action Plan as required and monitor its implementation;
- Providing direction to the Secretariat
- Developing strategies to encourage and maintain the participation and commitment of governments and key stakeholders;
- Liaising with the sport community and governments as required;
- Recruiting expert leaders in the field (individuals and organizations) and establishing sub-committees to address issue-specific initiatives, such as research needs and the issue of nutraceuticals;
- Adopting a strategic opportunism approach to conducting Strategy business.
- Creating a forum to facilitate the participation of individuals who have a strong interest in associating with and contributing to the development and implementation of the Strategy;
- Conducting related policy functions associated with the Strategy;
- Seeking financial resources to implement the Action Plan;
- Approving annual budgets for the operation of the Steering Committee and the Secretariat
- Monitoring the level of engagement throughout the sport system.

The Steering Committee will also contribute to the Strategy's public accountability by:

- Being open to public scrutiny;
- Making records of its meetings and decisions available to the public;
- Responding to public and media inquiries about the Strategy;
- Publishing and disclosing policies related to the Strategy, including a policy on public accountability;
- Establishing a conflict of interest policy for Steering Committee activities;
- Preparing an annual progress report for circulation to the sport community and the Federal-Provincial/Territorial Sport Committee (FPTSC).

The Steering Committee will also assume responsibility for reporting to the funding agencies of the Strategy, if so desired or requested by the agencies.

Composition

The Steering Committee shall include representatives from:

- Athletes CAN
- Canadian Centre for Ethics in Sport
- Canadian Olympic Committee
- Canadian Professional Coaches Association
- National Sport Organizations (2)
- Sports Officials of Canada
- Provincial/Territorial Governments (3)
- Federal Government (Sport Canada)
- Members-at-Large (2), appointed by the Steering Committee on a need basis
- Provincial/Territorial Sport Organizations (via the Canadian Council of Provincial/Territorial Sport Federations)

The Steering Committee will be co-chaired by the Canadian Centre for Ethics in Sport and governments. The position of government co-chair will be shared between the federal and provincial/territorial governments in a manner to be determined by the Federal Provincial/Territorial Sport Committee.

This composition will be reviewed and modified as required and agreed upon by governments and key stakeholders.

The appointment of Members-At-Large is intended to allow for the participation, as required, of various experts or representatives from other sectors, groups or regions (e.g. ethics, law, media, professional sport, geographical areas, visible minorities)

The members of the Steering Committee shall be appointed for a period of 3 years or until such time as responsibility for the Steering Committee is transferred to another corporate entity accountable for the operation of the Committee.

The Co-Chairpersons shall, in consultation with members of the Committee, be responsible for appointing the members-at-large, as well as any replacement or new appointments that may be required or desirable for the completion of the Committee's work.

Co-Chairpersons

The two Co-Chairpersons shall be determined by the CCES and the FPTSC respectively. The Co-Chairpersons shall be entitled to appoint or elect a Vice-Chair from among Committee members. Responsibilities of the Co-Chairpersons are outlined in Appendix B.

Meetings

The Committee shall meet as required, and will generally operate on the basis of consensus. In the event that the Committee Co-Chairpersons request a vote of the Committee members, quorum of the Committee shall consist of not less than 50% of active positions. All voting decisions shall be by majority vote. In the event of a tie vote, a motion or matter under consideration will be deemed to have been defeated.

Meetings of and/or voting by the Committee may be held in person, teleconference, by mail, e-mail, or by facsimile transmission. Members are expected to attend all meetings and carry out such tasks as may be assigned by the Committee or the Co-Chairpersons. Responsibilities of Committee members are outlined in Appendix C. Members are entitled to invite experts, consultants or guests with the approval of the Committee Co-Chairpersons.

Official Minutes of the Steering Committee meetings, reports and correspondence by the Co-Chairpersons shall be retained at the CCES National Office.

Role of the CCES

The CCES is an active member of the Steering Committee and as such participates in the deliberations and decisions of the Committee, as described in these Terms of Reference.

However, for the purposes of establishing an operational structure for the Steering Committee, the CCES has agreed to provide the organisational structure, fiduciary accountability and day to day management for the operations of the Strategy's Secretariat and its associated activities pursued in accordance with these Terms of Reference. It is understood that housing the Secretariat is a contribution provided by the CCES to the Strategy, and that in fulfilling this administrative role, the CCES is not the sole organization responsible for the full development and implementation of a national ethics strategy, and of the Secretariat.

In housing the Secretariat, the CCES shall be responsible for the day-to-day management of the Secretariat, and for ensuring that the appropriate financial and administrative systems are in place for the Secretariat to provide reports on the operation of the Secretariat to the Steering Committee, and to funding agencies, as required.

Reporting Structure:

The Secretariat shall be accountable to the Steering Committee, and shall be responsible for the minutes, records and reports arising out of the activities of the Secretariat and the Steering Committee.

The Steering Committee Co-Chairpersons shall be responsible for reporting to governments as required. The CCES shall be responsible for reporting to the CCES Board of Directors, as required, on matters pertaining to the housing of the Secretariat and related CCES fiduciary responsibilities.

Administrative and Financial Support:

The Secretariat shall provide the necessary administrative and operational resources for the Steering Committee meetings and members' expenses. Administrative support to the Co-Chairperson and Committee members will be provided by the Secretariat staff.

Appendix A

Appendix A consists of the Policy Framework (2002) and the Action Plan adopted by the Ministers Responsible for Sport in February 2003 and by the CCES.

STEERING COMMITTEE CO-CHAIRPERSONS**It is the responsibility of the Steering Committee Co-Chairs to:**

Chair and guide an active Steering Committee in accordance with these Terms of Reference.

Decide on whether a matter shall be put to a vote.

Report and speak on behalf of the Steering Committee, as required, including periodic reports to stakeholders and to the CCES Board of Directors.

Recruit and appoint, in consultation with Committee members, any replacement or new members that may be required or desirable for the completion of the Committee's work.

Provide orientation to any succeeding Committee Chairpersons.

Assist as required in the work of other related Strategy initiatives.

Provide guidance to the Director of the Secretariat.

In presiding over the Steering Committee, the Chairpersons' role is to:

Ensure the orderly and smooth operation of Committee meetings.

Keep the business and activities of the Committee within its Terms of Reference.

Appoint or elect a Vice-chairperson as required.

A Vice-Chairperson's role is to:

Preside at meetings in the absence or request of a Co-Chairperson.

To act in a Co-Chairperson's stead as required on behalf of the Committee.

RESPONSIBILITIES OF MEMBERS OF THE STEERING COMMITTEE

Committee Members:

Will attend all scheduled meetings of the Committee.

Are responsible for completing any action items or tasks agreed upon by the Committee.

Will have read all material circulated prior to the meeting.

Will report back to their member organizations.

Committee Members Should:

Support and actively promote the vision, goals and objectives of the Strategy, as described in the Policy Framework, and the implementation of the Action Plan, with their respective constituencies.

Be familiar with the *Canadian Sport Policy* and the *Planning Framework for Sport in Canada*.

Participate in ongoing, periodic revisions of the Committee's operations.

Be prepared to assist the CCES, Committee Chairperson and other parties in the responsibilities and accountability related to the administration of the Secretariat, including transfer of the Secretariat operations to another body as may be required.

Committee Working Norms

The Committee will generally operate on the basis of consensus. Committee members may request that a matter be put to a vote. The Co-Chairpersons shall decide on whether or not a vote shall be taken, which shall be by majority rule.

Minutes will record any dissenting opinion upon request.

Correspondence and documentation prepared by the Committee will be available in both French and English.

All deliberations and decisions of the Committee may be held in confidence as deemed appropriate by at least three-quarters of the Committee. Policies and positions taken shall be a matter of public record.

Only the Co-Chairpersons or a designate shall speak in an official capacity on behalf of the Steering Committee.