

# EXECUTIVE COMMITTEE OPERATING GUIDELINES

## Purpose

To provide a set of procedural guidelines for the Canadian Cardigan Corgi Club (CCCC) Executive Committee in its conducting of day to day business activities.

## The Executive Committee

The Executive Committee is made of two distinct components as described in the By-Laws: the Officers and Directors. Combined they form the entire Executive Committee. The By-Laws are silent on the number of Executive Committee Members except to say that there must be a minimum of 4-6 Directors and that the positions of President, Vice-President, Treasurer and Secretary shall form the corps of Officers.

The day to day operations of the Club fall to the Officers. The primary contact is the Secretary for matters relating to correspondence, membership application and renewals, general inquiries, etc.

- ✓ The Secretary and President are deemed to be the spokespersons for the Club (Every effort should be made to respond to queries in a consistently timely and courteous manner.
- ✓ Correspondence received by any member of the Committee should be forwarded to the Secretary as soon as possible. This includes electronic correspondence and mail. This way all correspondence is channeled into one depository for future reference.
- ✓ Electronic mail should be carbon copied (CC) to the Secretary.
- ✓ Mail received by the Secretary of a general or specific nature should be forwarded to all Committee Members as soon as possible, preferably by electronic means.

Once a decision is made by the Committee then individual committee members are expected to support that decision.

## Regional Directors

The (RD) play a pivotal role in the Committee. They not only represent their specific regions but also are "the ears on the ground" for the members they represent. It is imperative that Directors stay in contact with the membership in their region to ensure that sound and open dialogue is maintained. Members are the backbone of the Club and must be made to feel that they are integral to the Club's various activities, policy development, and general Club well being.

The Regional Directors also play another key role in that they not only represent their specific region but play a larger role in representing the Club at the national level. That means that at Committee meetings, or in discussion with other Committee members, they must be cognizant of their dual responsibilities.

## **Committee Meetings**

The following is an extract from the By-Laws:

“The President or any two (2) other elected Officers shall call Executive Committee meetings. A quorum for an Executive Committee meeting shall consist of a minimum of four (4) members of the Executive Committee. The Executive Committee may also conduct its business in person, by mail, or by electronic means (including FAX, computer or telephone conference call). In the case of telephone conference, the signature of each participating member of the Executive Committee at the end of the minutes will authorize any action taken during a telephone meeting and for this purpose the draft minutes must be provided to the Executive Committee members taking part within fourteen (14) days after the call.”

While the above is intended to provide specific direction it is important that the Committee make every effort to exceed this level of communication. Committee meetings should be held with as many members as possible.

The Committee should meet formally at least every quarter. However the business of the Committee should be largely done prior to these Meetings so that a general consensus has been reached in advance specifically on matters of policy and/or procedures. This will avoid any potential bogging down in moving the meeting along. The outcome will be that the Committee Meeting should be a mere formality. This is a much different approach than most organizations follow, where Committee or Board meetings are there to hammer out positions. That does not mean they may not occur at the CCCC Committee meetings but these instances should be the exception and not the general rule. The time for hammering out positions should be done in advance. This philosophical approach allows for better team building and an opportunity with less pressure to sort through the various positions being articulated.

## **Communications**

It cannot be stressed enough that communications either make or break a Club. Keeping folks informed, both at the Committee level and at the General Membership level, leads to greater harmony and an opportunity for every member to participate at some or all levels.

Good communications is not one way but should be seen as a dialogue. It is just as important to be listening up as it is to be talking down.

- ✓ Dialogue should be respectful and mature. Name calling or other such derisive means of communicating have no place in an organization. Therefore it is imperative that the Committee lead by example.
- ✓ When the Committee has met it is their responsibility and duty to communicate the content of those meetings to all members.
- ✓ At the conclusion of Committee meetings the Secretary shall write up the minutes such that they can be distributed to the General Membership either through the Newsletter or by other means. A time frame is within 14 days the minutes should be forwarded to the President for "signing off".
- ✓ From time to time specific communication strategies for Membership comments may be developed. These strategies will be done with an eye to meeting the "inclusive" philosophy of the Committee for all members to participate in.

### **General and Annual Meetings**

Holding a General Meeting (GM) semi-annually allows the membership an opportunity to interact with the Committee and other members of the Club on matters they feel is important.

Club Members should be encouraged to make suggestions outside of these formal meetings.

- ✓ Sufficient lead time needs to be given for both meetings – AGM's require 30 days notice and GM's 15 days.
- ✓ In general, the Committee should be preparing for meetings at least 6-8 weeks in advance
- ✓ It is expected that information will be disseminated to Members in advance of meetings to allow full participation

### **Amendments to Policies, Guidelines and Procedures**

Only the Executive Committee may approve amendments to the Policies, Guidelines and Procedures.

*Effective 10 April 2009*

## **CLUB FINANCE POLICY**

### **Purpose**

The receipt and disbursement of funds for the Club needs to be done in manner that ensures sound accounting principles are adhered to and provides the Club with the flexibility it needs in order to conduct its day to day business activities.

### **Treasurer**

The Treasurer needs to be flexible and have a "can do" philosophy. In selecting a Treasurer the Club must ensure that the person identified has the appropriate skill set in order to properly and professionally account for the funds entrusted to them. The Treasurer receives their mandate from the By-Laws and as such assumes the responsibility of adequately controlling and accounting of funds, clubs assets and accounting of inventories. It is not just for adequate control, but also entails the appropriate accounting categories of what revenues and expenses were transacted. The Treasurer is not simply an individual that accounts for the receipt and disbursement of funds but is also responsible for providing up to date and accurate reports, analysis, suggested investment opportunities, money management and general advise in how the Club should conduct its day to day business activities. The Treasurer may initiate recurring expenses (such as insurance premiums, Canadian Kennel Club (CKC) fees, or expenses under \$100 without the approval of the Executive Committee.

### **Petty Cash**

In order for Club business to be conducted in a timely manner without encumbering individuals with excessive controls is for the use of Petty Cash. It should be common practice for the Treasurer to identify key individuals within the organization to be holders of a Petty Cash Float. The general practice for the Canadian Cardigan Corgi Club (CCCC) is for floats to be identified by the Treasurer that should not exceed \$100. Floats required in excess of that amount are to seek Executive Committee approval in advance. Once a Float is distributed to an individual it shall be signed for and the receipt maintained with the Treasurer. Only expenses shall govern the use of a Float. Receipts collected must be either deposited or forwarded to the Treasurer and shall not form as "replenishment" to the Float. All expenses must be accounted for to the satisfaction of the Treasurer. Receipts may be forwarded to the Treasurer's office by either regular mail, FAX or a scanned image. Either of these methods may be acceptable as original receipts. On receipt of a statement of expenses (which is to include supporting receipts) the Treasurer may "top up" the Float to its maximum determined amount.

## **Cash Advances**

Cash Advances may be construed as another instrument of Petty Cash, but differs in that it is for a specific purpose. When hosting an event it is inappropriate for the hosting committee to have to "front" the monies necessary to get the ball rolling. In order to ease this burden, where monies required are in excess of \$100, the Treasurer shall seek approval from the Executive Committee to adequately advance funds to the head of the organizing committee or to the Regional Director. Any Cash Advance must be signed for and the disbursement of those funds clearly supported by receipts.

## **Receipt of Monies**

There will be occasions where individuals, other than the Treasurer, are in a position to collect funds on behalf of the CCCC. In doing so these individuals must keep detailed and accurate records on behalf of the Treasurer that clearly indicates what the funds were intended for to the accounting level necessary as determined by the Treasurer. Once deposits are made they must be reported to the Treasurer immediately. Where in the collection of monies a "receipt" is required to be given that format shall be determined by the Treasurer.

## **Events and Activities**

Where the Treasurer and/or Executive Committee has delegated approval to an organizing committee to host an event where the collection of receipts and disbursements of funds occur it shall be overseen by the office of the Treasurer. Where a budget has been preapproved by the Treasurer and the Executive Committee then the Hosting Committee may work within that budget without the need to continually "check back" with the Executive Committee. At no time will the Hosting Committee be granted approval to expend funds in excess of the overall budget without prior approval of the Treasurer and the Executive Committee. It is imperative that those hosting an event be vigilant about the receipts and expenses and be in constant contact with the Treasurer to ensure that they are on track.

*Effective 10 April 2009*

## **MEMBERSHIP PROCEDURES**

### **Purpose**

To maintain accurate and up to date records of members of the Canadian Cardigan Corgi Club (CCCC); provide reports as required, and; distribute membership information in keeping with the goals and objectives of the CCCC.

### **Secretary**

The Secretary is tasked with the responsibility of ensuring that the collection of information, regarding membership, is done in a manner consistent with the CCCC By-Laws. It is imperative that each member be identified as to their status and that the information is accurately recorded. A member who has lapsed their membership shall be stricken from the roster and be notified as such. A lapsed membership will require reapplying as a new member. Where extenuating circumstances prevent a member from renewing in the prescribed time a request to the Executive Committee may be made to waive reapplying. The Secretary shall send out a renewal membership package by the 15<sup>th</sup> of February to every current member. Each member shall be provided with an Application Form and the cost of their respective renewal. Notice shall also be given in the Newsletter. Every membership application or renewal must be accompanied by the appropriate form provided by the Secretary. It is not the responsibility of the Secretary to ensure that members are current in their membership – each member carries that burden.

Dues shall reviewed by the Executive Committee annually. The Secretary shall collect the required dues and deposit the funds either directly into the Bank or forward the funds to the Treasurer. A detail accounting of receipts shall be provided to the Treasurer listed by membership category for accurate financial accounting.

### **Reports**

The Secretary shall provide the Executive Committee and the Chair of the Newsletter quarterly, or upon request, with membership reports broken out into the following categories:

- Complete listing alphabetically
- A voting list
- A separate listing by each Region for use by the Directors

Further each "complete listing" the report shall include all the information provided to the Secretary by the Member. Listings by Region shall be in the format requested by each Director. To ease the manner in which reports are provided they may be done using electronic means.

## **Membership Packages**

Each new member, regardless of status, shall be provided with the following documents upon being accepted:

- A copy of the Constitution and By-Laws
- A welcoming letter from the following:
  - President
  - Secretary, which should include:
    - Access information to the Website
    - Access to policy information
    - Past two copies of the Newsletter
  - Regional Director

This information may be forwarded to the new member electronically.

## **Forms**

The Secretary shall develop, or revise, Application Forms as required or at the direction of the Executive Committee. There shall be at minimum two distinct forms:

- Membership – to be completed by each member
- Puppy membership – individually completed by the Breeder who is sponsoring a new puppy owner.

## **Membership Committee**

The purpose of the Committee is to promote membership drives, renewals and advise the Executive Committee on recruitment strategies. A Membership Committee may be struck not to exceed three regular voting members of the Club. Membership Committee members are to be approved by the Executive Committee for a term of two years to coincide with election of Officers and Directors. There shall be a Chair of the Committee who shall provide leadership and may be any one of the three members. The Chair shall be selected by the Committee members. At least one member of the Committee shall be the Secretary. The Secretary shall maintain the responsibility for ensuring that the collection of information regarding membership is done in a manner consistent with the CCCC By-Laws and shall be key holder of this information.

# CCCC STORE

## **Purpose**

The CCCC Store Manager shall control the receipt, disbursement and control of retail items for sale on behalf of the Club. This shall be done in a manner that ensures sound accounting principles and provides the Club with the best return while promoting the breed in the most favourable light.

## **The Store**

One of the key marketing tools the Club possesses is the sale of items that are "Cardigan" in nature. This theme should dominate all articles for retail.

The primary purpose of the Store is to raise funds for general revenue. A secondary objective is for marketing the breed to the extent that the goods sold leaves a favorable impression as an image on the public at large.

A Store Manager shall be appointed to manage the Store as described herein. The appointment shall be made from a list of volunteers and take place every two years by the Executive Committee to coincide with installation of the new Officers and Directors. The Manager shall be chosen from the membership at large and be an active voting member. The position shall report directly to the Executive Committee for its activities.

The Store Manager is responsible for the accurate accounting of the Store's inventory. This includes managing, warehousing, stock replenishment, item additions, distribution, marketing, invoicing, stocktaking and financial accounting. Pricing shall be totally cost recoverable, including distribution fees (freight) plus a fair and reasonable mark up of the net cost (includes purchase price plus administrative costs). The Store Manger is to consult with the Executive Committee to determine pricing, additions and sales. When adding new items the Executive Committee may invest funds from working capital in order to provide sufficient funds to make initial purchases in a volume that will provide the lowest gross cost.

The Manager shall provide the Treasurer with ongoing receipts of income, expenditures and disbursement of assets in keeping with generally acceptable accounting practices. At year end (31 March) the Store Manager shall conduct a stocktaking of all items held and provide the results to the Executive Committee and the Treasurer. The stocktaking shall record a physical count to be matched to ledger count. The Manager shall provide the Executive Committee with reports as requested.

*Effective 10 April 2009*



# **PUBLICATIONS POLICY**

## **Purpose**

The primary purpose of this policy is to set out the Publications Committee and its terms of reference as well as establish the two major publications – the Canadian Cardigan Corgi Club Newsletter, the Cardigan Happenings and the Club Website.

## **Publications Committee**

The Bylaws require that a Chair of Official Publications be appointed from the Directors to act as Ex-Officio to the Executive Committee. This appointment shall take place every two years by the Executive Committee, to coincide with installation of the new Officers and Directors. The makeup of that Committee shall be left to the discretion of the Chair. There is latitude given to the Chair to appoint “assistants” to carry out the duties of Official Publications. The Chair of the Committee may publish guidelines as to content, layout, resource requirements or any other item. The Committee may use electronic means in order to publish publications.

## **Newsletter**

The Newsletter is the Business publication of the Club. It shall exclusively be used, as described in the Bylaws, for matters of membership, financial information, minutes from Executive Committee/Annual General (AGM)/General Meetings, show/trials results, President's column, newly titled dogs, and any other business activity of the Club. It shall be published a minimum of twice annually as required the CKC. However, this policy shall direct that a Newsletter be published within 30 calendar days of every Executive Committee/General/Annual General Meeting. The format of the Newsletter shall be at the discretion of the Chair of Official Publications.

## **Cardigan Happenings** (this is a temporary name until a new name is chosen)

This publication will be issued at least twice annually. It shall be used for the purpose of disseminating information about Cardigans, featuring, but not limited to, articles relating personal stories, health issues, breeding, activities relating to shows or trials (but not results), upcoming events, letters to the editor or any other article of a specific or general nature relating to Cardigans. This publication will not be used for self promotion or to sell adult dogs or puppies. Any advertising, other than by the Club, shall be preapproved by the Executive Committee. The content of this publication shall be in keeping with the Club's Code of Ethics.

## **CCCC Website**

The Club shall maintain a website. The Publications Chair shall recommend a Webmaster to the Executive Committee for appointment to the Publications Committee. The Webmaster shall report to the Chair of Publications.

As of this date the Website is under a major reconstruction. As the site unfolds this portion of the policy shall be updated accordingly.

*Effective 10 April 2009*

# CONFORMATION AND PERFORMANCE EVENTS POLICY

## Purpose

To provide a policy framework for Conformation and Performance Events that ensures that these activities are organized and conducted in a manner that is consistent with the Objectives of the Canadian Cardigan Corgi Club. The policy also sets out the expectations of the Club in the manner that these events will be conducted.

## The Organizers

Most events are usually the inspiration of one or more members. It comes from the desire to see a specific element of sport(s) that will hopefully be of benefit to everyone within the Club. Such events should be encouraged. The activity must be organized in a manner that is both professional and financially sustainable as a standalone event. Members should contact their Regional Director for guidance and preliminary approval to proceed. This preliminary approval is to ensure that no other activities in the Region, or within the Club as a whole, will come into conflict. A submission will be required to be forwarded to the Executive Committee from the Regional Director and the organizers. Prior to receiving this submission the organizers should be working with the Treasurer in assisting with budget details. It is in the best interest of the organizing committee to put on an event that works towards making a profit for the Club. The Regional Director shall ensure that there is sufficient ability by the organizers to "put the event together and follow through". A Regional Director may get involved or even be the chief organizer of an event. That is left to the discretion of the Director. As well the Executive Committee may ask that the Director be "involved" to ensure that there is sufficient talent available. Organizers need not be from the same region. Once an event has been approved the necessary documents will be signed off by the appropriate designated Officer of the Club and the Regional Director.

## Contents of Submissions

Submissions for an event shall contain the following:

- Date(s)
- Location
- Hosting Club or Organization if applicable
- Organizing Committee members
- Experience in putting on the event
- Complete breakdown of activities, which includes all sporting disciplines being offered, banquets and special activities

- Judges and officials
- Anticipated number of entrants and dogs
- Detailed description of the venue site(s)
- Available accommodations, including camping venues
- Budget to include: all sources of revenue and expenses

## **The Executive Committee**

The Executive Committee must act in a manner that assists, rather than hinders, organizers and Club members in planning and hosting an event.

For National Specialty Events, which are held every two years, the Executive Committee shall call for proposals at least 3 years in advance of the proposed date. The format for proposals will be as outlined in *Contents of Submissions*. The Executive Committee shall review the submissions and where necessary ask for clarification. It is vital that the Executive Committee work with the proponents in developing a submission, however the submission must have enough merit and substance to be viable at the outset. Where there are multiple submissions the Executive Committee shall review all of them and where 2 or more are found to be acceptable then they shall be put to the voting membership to decide.

For all events it is imperative that the Executive Committee be involved from the outset. To this end there needs to be an individual that is the focal point for interested members to contact. The initial contact with the Executive Committee should come from the Regional Director. Members who wish to organize an event must have the Regional Director act on their behalf with and/or in combination to the Executive Committee. This position needs to know what is going on in their region so as to avoid conflicts and to ensure the smooth transition from concept to reality. It will be the responsibility of the Regional Director to act as the representative of the organizers with the Treasurer and other Executive Committee members. It does not mean that the Regional Director cannot have the organizers assist in putting their proposal forward, especially if it means help in clarifying the organizers position.

The contact in the Executive Committee will be in a senior position. The Vice President meets that criteria for a number of reasons: the position is a senior officer; in most cases the Vice President will move up to the President's position and therefore will have an intricate knowledge and background to act as mentor to the new Vice President and other Executive Committee members, and; is able in the absence of the President to move forward.

The Executive Committee will have the final vote on whether or not an event is to proceed (except where there are multiple submissions for the same event then the voting membership shall decide). This is accomplished where necessary for both the Regional Director and the Vice President signing off either the application to the CKC and/or the hosting Club or Organization entry requirements. Without both approvals the event will not be recognized as a CCCC event.

For small events, such as Boosters the Vice President may use his/her discretion as to whether to seek approval of the Executive Committee as a whole or simply advise them of the approval or denial.

All financial transactions shall be controlled by the Treasurer and be in accordance with the By Laws of the Club.

The following timetable for submissions shall be observed:

- Call for National Specialties held every two years shall be called for 3 years in advance of the date to be held. The Executive Committee shall further ask for a detailed budget and update at least 18 months prior to the event with updates being provided to the Executive Committee every intervening 4 months.
- Trials – 9 months.
- Boosters – 9 months.

*Effective 10 April 2009*