

CROSS-COUNTRY SKI DE FOND CANADA FIS REPRESENTATION

Preamble

1. The Federation Internationale de Ski (“FIS”) is the international governing body for ski and snowboard sports, including cross-country skiing. The Canadian Snowsports Association (CSA) is the corporate body recognized by the FIS as representing Canada. As a member discipline of the CSA, Cross-Country Ski de fond Canada (“CCC”) is eligible and responsible for providing Canadian participation in FIS functions related to cross-country skiing, and may from time to time be in a position to provide representation for Canada in selected FIS-wide (interdisciplinary) appointments.
2. The board of directors of CCC has determined that meaningful participation in FIS committees and deliberations will make an important contribution to the achievement of CCC’s mission.
3. The credentials (i.e.: experience and qualifications), aptitude and personal credibility (i.e.: stature attained through tenure and established relationships) of CCC’s representatives to the FIS will in large measure determine the effectiveness of the efforts of these individuals. Therefore, management of FIS representation requires a strategic outlook.

Purpose

4. The purpose of this operational policy is to provide direction for how FIS representation will be managed within CCC.

General Approach

5. The extent of CCC participation in FIS will vary from time to time, depending upon such factors as opportunity and affordability. The level of representation will be determined by the CEO in consultation with the CCC Management Committee.
6. The minimal level of participation is one person, who will serve as the Canadian member of the FIS Cross-Country Committee. The CCC representative to the FIS Cross-Country Committee will always be the senior CCC delegate to FIS. From time to time, this individual may fill positions on other FIS committees involved in the governance of cross-country skiing. Alternatively, CCC may nominate separate candidates for positions on these other committees.
7. More extensive involvement will be dependent on financial considerations and perceived benefit to CCC, to be determined by the CEO in consultation with the chair of the CCC board of directors.

Reporting Structure

8. CCC representatives to the FIS report and are responsible and accountable directly to the CEO. As required by the agenda, FIS representatives may be invited to attend meetings of the CCC Management Committee or the CCC Board in an observer/advisor capacity.

9. As many of the issues on the FIS cross-country agenda are related to the events portfolio (e.g. event calendars, race formats, rules), the CCC representative to the FIS Cross-Country Committee is responsive to the Director of Events and should also be a voting member of the Events Committee.

10. Notwithstanding the general orientation of FIS representation towards events matters, FIS deliberations and Canadian positions on particular issues may engage other program areas (e.g.: High Performance, Marketing and the Women's Committee). Therefore, CCC representatives to FIS must collaborate with such other staff and chairpersons when making decisions that affect may their program areas. The CEO must also be kept informed as appropriate in the circumstances. As required by the agenda, FIS representatives may be invited to attend operational committee meetings in a non-voting observer/advisor capacity. Where travel expenses are involved, such invitations must be approved by the CEO.

Responsibilities

11. The general and over-arching responsibilities of CCC representatives to the FIS are to:

- a. contribute to the achievement of the goal of promoting and providing sound governance for cross-country skiing around the world, such that the sport prospers and participation grows;
- b. advance and protect Canadian interests in this field of operation; and
- c. serve as a responsible representative and conduit to the relevant CCC staff, committee chairs or officials for all FIS-generated information that is of potential interest or value to any area of CCC operations.

12. In fulfilment of their general responsibilities, representatives to FIS are required to:

- a. attend all official meetings of committees on which they serve, or arrange for substitutes in the event that attendance is not possible;
- b. submit to the CEO a written report on each FIS meeting they attend, with copies distributed to all program directors; it is the responsibility of committee chairpersons

- to disseminate information further within their mandates promptly and accurately to all who require the information;
- c. keep program directors current on active issues which pertain to their mandate; again, it is the responsibility of committee chairpersons to ensure appropriate internal communication on these issues;
 - d. consult directly with program directors on Canadian positions within their program area mandates; where warranted by the nature of the issue, the CEO should also be consulted and should approve the recommended Canadian position; and
 - e. liaise with the CSA as required, to include keeping the President of the CSA and Canada's FIS Council member informed of sensitive or topical issues which warrant their attention.

Selection

13. All CCC nominations for FIS appointments must be forwarded through the CSA for approval by the FIS Council.

14. Service as a CCC representative to the FIS can present significant demands on an individual's time if the full potential of the appointment is to be exploited. At times, service may entail personal expenditures related to activities which CCC's budget may be unable to cover.

15. Candidates for FIS representational appointments must satisfy the following general criteria:

- a. have established themselves as experienced or, where appropriate, qualified in the field of activity for which they are being nominated, by virtue of active involvement in CCC at the national level;
- b. have demonstrated through prior CCC involvement the personal commitment and time availability required to ensure dedicated and dependable performance of their duties; and
- c. be prepared to serve for an extended duration, as this is frequently key to the establishment of personal credibility and influence.

16. The FIS representative to the FIS Cross-Country Committee will be selected by the CEO in consultation with the management committee, on the basis of a nomination or nominations put forward by the Events Committee.

17. The selection of other FIS representatives will be made by the vote of the CEO in consultation with the management committee, based on nominations solicited from all members of the management committee. Program directors are expected to use the regional representation within their committees in order to cast a wide net in the interest of identifying well qualified and highly motivated candidates.

Performance Review

18. The status of FIS representation will be reviewed annually by the CEO. Adjustments to the current representation strategy will be considered at this time. Possible adjustments will include the migration of a representative within the FIS committee structure or the expansion or reduction of the level of representation. It is desirable but not essential that major changes to CCC FIS representation be designed to coincide with the quadrennial FIS Rules Congress.

19. The continued effectiveness of each FIS representative will also be confirmed annually. It is generally desirable for representatives to serve a minimum term of four years, coinciding with FIS Congresses; however, this is only a guideline. While it is acknowledged that longevity in FIS appointments is advantageous and in some respects essential, continuity of service will be entirely dependent on the level of performance being provided. FIS representatives may be replaced at any time by the CEO, in consultation with the CCC board of directors.

Administration

20. **Expenses.** While the CSA reimburses CCC for a portion of the authorized expenses of CCC representatives that sit on pan-FIS (i.e.: multi-disciplinary) committees, the balance of expenses related to such representatives and any other CCC representative to a committee within the FIS cross-country area of operations are paid by CCC. Therefore, CCC representatives are required to take every possible measure to minimize expenses without compromising effectiveness. For example, the use of high-cost hotel accommodation - which may be encouraged by CSA precedent - is discouraged. FIS representatives are responsible for making their own logistical arrangements, but are encouraged to consult with the Director of Administration and Communication before finalizing them. Travel claims with supporting receipts are to be submitted promptly following trips. The current CCC Travel and Expenses Policy (Document 2.7.2) governs this subject.

21. **Budget and Accounting.** The budget line for FIS representation will be managed under the Events Operating Budget. The senior FIS representative will produce an annual budget estimate for all FIS representational costs as part of the Events planning and budgeting process.