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# Introduction

It is becoming more and more of a trend and a reality for clubs in many sports to begin paying and hiring personnel to complete many tasks and duties within a club. For example several clubs have decided to pay some administrators and coaches to support the club and ensure the club efficiency and sustainability. Volleyball BC recognizes that clubs may pursue this approach to ensure club sustainability; however there are procedures and processes that are recommended to follow if a club elects to hire club personnel.

It is important to ensure that the proper process has been followed for deciding to hire a paid coach, and that the hiring of the coach is carried out in a proper manner. To do this it is important clubs’ have a policy in place for the process of hiring positions. The policy should state whether or not hiring is allowed, if any approval is necessary, responsibility for payment, and the hiring process. The process/ policy should be available to all interested parties. A sample Hiring Policy can be found in the Appendix.

# Deciding on Hiring Club Personnel

The decision to hiring a paid position within the Club should be one that is supported by a majority of the members and the parents involved, especially since it is these members that will be directly affected for the cost of such a position.

It is also important there is not a conflict of interest within the decision making process. A member of the club or someone that holds a position on the Board should excuse themselves from discussion and voting whenever that member has a financial interest in the contract. Clubs may even say that a person in a paid position cannot be a voting member of the club.

# Club Hiring Procedure

1. **Create a Hiring Policy**
   1. See Appendix for Template
2. **Set up a Hiring Committee** 
   1. The Club Board must first determine what process they would like to follow when it comes to hiring club personnel. The may choose to have all Board members in the process, or create a Hiring committee to oversee the process.
3. **Set Timelines** 
   1. Be sure to set appropriate timelines and plan out what the process will look like. For example be sure to set a timeline for when you want to advertise for the position, when applications are due, when will they be hired by, etc.
4. **Prepare Job Descriptions**
   1. Create Job descriptions for the positions that you create
   2. See Appendix for administrator and Coach job description templates
5. **Advertise and Network** 
   1. Discuss and network within the club, with other clubs, or volleyball BC for recommendations to find appropriate personnel
6. **Receive Applications** 
   1. Review all applications and review what applications fulfill all job requirements and what applications…
   2. Ensure all documentation in an application is correct, valid, and up to date.
7. **Interview applicants** 
   1. Set a time date and good location to conduct an interview. Come prepared with an interview guide or questions that you want to ask or information you want to find out about the applicant.
8. **Prepare a Contract/ Agreement** 
   1. It is always a good idea to have some sort of written contract in place. A written contract can be simple but should cover the following items:
      1. Term
      2. Status
      3. Wages
      4. Probation
      5. Early termination
   2. Other items that you may consider are:
      1. Work schedule
      2. Rules and policies
      3. Job Requirements
      4. Acceptance and acknowledgement
      5. Contact person
   3. See Below for an Independent Contractor Agreement
9. **Make an Offer**
   1. After all of the interviews are complete, the committee will need to decide if they have an applicant that meets their requirements. If they do, they should call that individual back, present their offer and request a time for the coach to meet with someone on the committee to sign the new contract. If there is not a candidate that meets the job description, keep looking and interviewing, or modify the job description to better suit the type of individual that can meet the club’s needs.
10. **Performance Feedback** 
    1. Annual review meeting
    2. Have a performance evaluation form

# Employee vs. Independent Contractor

As Clubs begin to start hiring and paying personnel they must understand the difference between an employee and an independent contract and will need to decide if they are hiring an employee or an independent contractor. There are different responsibilities, entitlements and liability with a different working relationship.

**Employees vs. Independent Contractors**

**Employees** work under an employee- employer relationship. Employees have certain rights in regards to termination, and the employer has a statutory obligation to withhold income tax and employment insurance.

**Independent Contractors** carry out their work under an independent business – contractor relationship. Independent Contractors do not receive any benefits and the employer is not responsible to withhold income tax and EI. Instead Independent Contractors are does not withhold

Clubs must decide what works best for them, as there is a difference between the two and both have pros and cons. Generally Clubs will most likely hire independent contractors.

There are tests that the courts have developed to determine whether or not a person is an employee or an independent contractor.

**Resources:**

The BC government website has the various tests outlined and can be accessed here:

* <http://www.labour.gov.bc.ca/esb/facshts/employee.htm>

Another Great Resource is from Sport BC, and is a Guide for Employment Contracts dealing with Coaches: <http://sportbc.com/files/Employment-v-Contractor-Handbook.pdf>

# Hiring a Paid Technical Coach

The hiring and paying coaches in club volleyball to oversee club development is beginning to be a common trend that many clubs have decided to implement. There are benefits for hiring a paid Technical Director or Club Head Coach. Some of the benefits are:

* Creates a stronger Club with a focus on player and coach development and training
* They improve the profile of the club and becomes more attractive to recruit members
* Retain members and less likely to switch clubs for more superior coaching
* Greater competitive success for the club

There are issues that need to be considered when hiring paid coaches or technical directors. It is important to ensure that the proper process has been followed for deciding to hire a paid coach. As noted above having a hiring policy in place will ensure the proper process and steps are followed.

# Hiring a Paid Administrator

As a Club grows and becomes a non-profit it will often begin to access public funds in the form of grants and subsidies from the federal or provincial government. In making their submission the organization may make a request for funding to support the hire of a director or administrative position. Or alternatively clubs may decide to create a paid position to do administrative duties to help alleviate the workload on the volunteer board members through the membership fees.

One issue that may arise when choosing to pay an administrator is whether the person who has been filling this role in a volunteer capacity should automatically become the paid administrator. While it may seem a reasonable reward for years of hard work, from the perspective of good governance the answer is no.

It is not reconcilable with the notion in common law that charitable organizations do not seek private gain. Externally it appears that someone has created a job for him or herself, and that they have undue influence on both the conditions of employment and the remuneration.

While the board may truly believe that the person who has been chairing the organization since its inception is the absolute best person to fill the role of administrator, donors and other interested parties may not agree.

Establishing a hiring policy at its earliest convenience, in advance of the need or necessity to hire will allow the Board to be able to explain the process (transparency) and withstand scrutiny (accountability).

Good governance demands that board members act gratuitously. There needs to be a clear distinction between the board of directors and staff for the balance to be maintained. There is also a requirement in common law for charitable organizations to operate for the benefit of the public and not for private gain.