

## Headline 2.3 Responsibilities and clearness of roles

### 1. Definition

Responsibility can be defined as the duty or the obligation to satisfactorily perform or complete a task. Responsibility also means that the individual or the organisation responsible can be held accountable for not fulfilling the task or for the success or failure of this task. The notion of responsibility goes hand in hand with the clearness of roles within an organisation. It requires clear, detailed and easy-to-perceive assigned tasks in order to clearly understand what is expected from the employee, the volunteer, the Board member or the organisation in general. Clearness requires straightforward behaviour of both the organisation and the individual.

### 2. Ideal scenario

Each staff member, Board member or volunteer of the organisation is fully aware of its tasks, objectives, responsibilities and areas of competence. For staff members, all these elements are defined within comprehensive job descriptions and performance objectives. For Board members, clear role descriptions have been adopted for each specific role within the Board, equally clarifying their tasks, responsibilities and expected competencies. The main Board positions such as President, Vice-President and Treasurer are directly defined in the statutes of the organisation. In addition, provisions linked to other internal documents (e.g. code of conduct, conflict of interest policy) allow staff members, Board members or volunteers to perfectly understand their duties, obligations, commitments and competencies.

### 3. Risks

- Recruitment that does not fit the needs of the organisation (irrelevant selection).
- Inefficiency and underperformance of staff, the Board and the whole organisation.
- Internal conflicts and misunderstandings within the staff.
- Uncertainty regarding responsibilities when an issue arises.
- Different co-employees' expectations.
- Waste of time as several staff members might do the same tasks.
- Inconsistent demands on employees and volunteers.
- Conflicts of interest.
- Lack of accountability/inability to ensure accountability.
- Difficulties in assessing the efficiency of the organisation.

### 4. Instruments and key elements

<i>Instruments</i>	<i>Key elements</i>
<b>Job descriptions</b>	<ul style="list-style-type: none"> <li>• Clarity of tasks, competences and responsibilities.</li> <li>• Limitation and description of responsibilities (e.g. power of signature).</li> <li>• Indication of the line manager / supervisor.</li> </ul>

	<ul style="list-style-type: none"> <li>• Linked to Human Resources Policy.</li> <li>• Linked with personal integrity (e.g. code of conduct or conflict of interest policy).</li> <li>• Provisions for employed staff as well as voluntary contributors (not Board members).</li> </ul>
<b>Role description of Board members</b>	<ul style="list-style-type: none"> <li>• Clarity of tasks, competencies and responsibilities of individual roles within the Board (e.g. differentiation between President, Treasurer, ...).</li> <li>• Clarity regarding the division of tasks and responsibilities between the Board and management.</li> <li>• Linked to Board strategy.</li> <li>• Linked to succession planning to engage representatives with the right skills.</li> <li>• Linked to personal integrity (e.g. code of conduct or conflict of interest policy).</li> <li>• Can be part of the statutes or the internal regulations of the organisation.</li> </ul>
<b>Working contract templates</b>	<ul style="list-style-type: none"> <li>• Clarity of role with main tasks and responsibilities.</li> <li>• Indication of the line manager/supervisor.</li> <li>• Conformity to the legal contracts/Compliance with national labour law and/or collective bargaining.</li> <li>• Conflict of interest provisions and code of conduct.</li> <li>• Social media provisions (code of conduct on social media).</li> </ul>

## 5. Good practice examples

### Example “Role description of Board Members”

**Organisation:** International Hockey Federation (FIH)

**Description:** In 2021, the FIH has issued a Position Specification for an FIH Executive Board Member. Within this document, the core functions of the executive board are described, as well as the roles and responsibilities of a member and expected competencies and attributes. Additionally, it clearly states that Board Members are responsible for the achievement of appropriate outcomes, the financial security of the organisation and the expression of a moral and social responsibility. The Members hold equal and joint liability for actions and decisions taken by the board.

**Further information:** [2-fih-eb-member-job-description-and-role-of-board.pdf](#)

### Example “Job Description”, “Role description of Board Members”, and “Working contract”

**Organisation:** UK Sport (public body)

**Description:** The UK Department for Culture, Media and Sport has developed, in cooperation with UK Sport’s official, a “UK Sport Management Agreement” which sets out the broad framework in which UK Sport is operating. A specific part of the agreement is dedicated to “Governance and accountability”. Roles, duties and responsibilities of the accounting officer, the financial director, the Board, the Chair of the Board and all its Board are explicitly described in this section. The same type of provisions was also

set up for “UK Sport staff”, especially regarding the recruiting process and the definition of their competencies. In addition, UK Sport has developed a template of a working agreement for the Board member. This agreement highlights the terms and conditions of the appointment including a list of duties for the Board member as well as its responsibilities. Moreover, the Board member has to follow strict rules regarding personal integrity and conflicts of interest in compliance with the document published by the UK government: “Guidance on Codes of Practice for Board Members of Public Bodies”. In addition, sanctions (e.g. exclusion) are foreseen in case of infringements of these rules. This document complements the overall “Terms of Reference” for the Board as a whole.

**Further information:**

[Our Board and panels | UK Sport](#)

[Sport Management Agreement](#)

**Example “Role description of Board Members”**

**Organisation:** International Equestrian Federation (FEI)

**Description:** The Internal Regulations of 2023 set out the proceedings of the Board, its powers, roles of the Board members and of further committees and advisory bodies. Following these internal regulations, the Board can issue policies and strategies, oversees the Headquarters and can issue or modify the internal regulations. The specifications for roles focus on the President, the Vice-Presidents and the Group of Chairs, the Technical Chairs and the Executive Board. The provisions set out in the internal regulation are part of the organisations statutes and referenced.

**Further information:** [Internal Regulations of the FEI 2023\\_CLEAN\\_0.pdf](#)

**Example “Working contract”**

**Organisation:** European Handball Federation (EHF)

**Description:** The European Handball Federation (EHF) has published a document called “Guidelines to draft employment contracts” which aims to provide clubs and players, as well as other stakeholders such as agents with basic guidelines in order to assist them when drafting employment contracts for professional handball players. The foreword of the Guidelines specifies that national regulations, laws and/or collective bargaining agreements have to be complied with accordingly and that the use of a legal counsel’s services is recommended. The document includes formal requirements when drafting employment contracts, e.g. written form, signature of the parties duly authorised, place and date of signature, among other things. It also states the obligations of the club and those of the player, the term of the contract and some additional requirements regarding applicable law and jurisdiction.

**Further information:** [guidelines-to-draft- -employment-contracts- final-updated-15-09-2021.pdf \(eurohandball.com\)](#)

**Example “Working contract”**

**Organisation:** Sport and Recreation Alliance

**Description:** Sport and Recreation Alliance has published a template of the “principal statement of main terms and conditions of employment”. Publicly available on their website, this working contract combines different important elements including the type of contract, the job title and responsibilities in addition to a set of practical arrangements (location of the work, working hours, holidays...).

Furthermore, ethical and confidentiality provisions are also part of the document with a specific reference to conflict of interest through the section “outside interests/other employment”. Although this contract is specific to labour law in the UK, it provides some insights on general elements that are part of working contracts in the sports sector.

**Further information:** [principle statement of main terms and conditions of employment \(studylib.net\)](https://www.studylib.net)

6. Steps to the next level

To level 2 ★★ “Emerging”	To level 3 ★★★ “Developing”	To level 4 ★★★★ “Established”	To level 5 ★★★★★ “Embedded”
<ul style="list-style-type: none"> <li>Consider the various tasks and responsibilities that the organisation or representatives of the organisation have to execute. Define within the Board who is responsible for which task.</li> </ul>	<ul style="list-style-type: none"> <li>Create a job or role description for each position (staff member, or volunteer) in your organisation by listing the main tasks for this position.</li> <li>Use this job description when hiring employees or engaging volunteers.</li> <li>Consider whether all the required skills that are needed are present on the Board (e.g. legal, financial etc.).</li> <li>Include the positions and responsibilities of the main Board</li> </ul>	<ul style="list-style-type: none"> <li>Adopt or refine the job description for each position (staff member, or volunteer) in your organisation by clearly describing the key tasks, expected competencies and basic qualifications.</li> <li>Adopt or refine the role description for each Board member (President, Vice-Presidents and Treasurer) specifying the role and responsibilities for each position.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt or refine the job description for each position (staff member, or volunteer) in your organisation by clearly describing the competencies, responsibilities and tasks linked to the position, including the expected qualifications.</li> <li>Use these job descriptions when hiring employees or carrying out annual appraisals.</li> <li>Adopt or refine template working contracts with provisions linked to responsibilities including personal integrity as well as</li> </ul>



	<p>positions, such as President, Vice-Presidents (if applicable) and Treasurer in the statutes.</p>	<ul style="list-style-type: none"> <li>• Add detailed information of the Board and other Positions within internal regulations and Statutes.</li> <li>• Link these job descriptions and role descriptions with other policies of your organisation dealing with integrity such as the code of conduct or conflict of interest policy.</li> </ul>	<p>social media provisions.</p> <ul style="list-style-type: none"> <li>• Adopt or refine the role description for each Board member (President, Vice-Presidents and Treasurer) specifying the role and responsibilities for each position.</li> <li>• Make specific profile descriptions for all Board positions available, including tasks, responsibilities and expected competencies and skills.</li> <li>• Ensure that the responsibilities and limitation of power are clear for each employee, volunteer and Board member and that appropriate accountability and reporting provisions are linked to the various responsibilities.</li> <li>• Ensure that the job descriptions and role descriptions are linked and in line with other policies of your organisation dealing with integrity such as the code of</li> </ul>
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