



NAVY LEAGUE  **LIGUE NAVALE**
A New Wave Of Adventure! *Une mer d'aventure!*

Terms of Reference

National Board of Directors

INTRODUCTION

This description of the Terms of Reference for the various standing committees of the National Board of Directors was originally compiled and approved in principle by the National Board of Directors at its Annual General Meeting in Ottawa in May, 1999.

It is designed to supplement The League's By-Laws, not replace them. Should there be any conflict with the By-Laws, the By-Laws take precedence. The descriptions are in sequence of the governing body of The League, the positions on the Executive Committee, the portfolios of our core activities, and then supporting portfolios. There are also descriptions of the Division Presidents' responsibilities with the National Board of Directors, the Division Presidents' Representative on the Executive Committee and the National Executive Director's responsibilities.

The individual descriptions are designed to show the basic responsibilities of the portfolio holders in order of importance, each broken down into component activities. There may well be additional activities requested of committee chairmen or portfolio holders, but those listed here are the basics that applied at the time this list was compiled.

The portfolios described here are those which have become the standing committees or portfolios of the Board. Board members who have been appointed to projects rather than portfolios should have their projects described when they are assigned. However, those projects are not described here as the needs of the National Board of Directors change from year to year.

Newly assigned portfolio holders are urged to read the description of their portfolio carefully so they can understand what they are being asked to do. They should also read the description of the general responsibilities of all Board members. If they don't understand any aspect of the descriptions, they should seek clarification as soon as possible. This is a "living document" that should be updated regularly. Any recommendations for change to the list should be submitted in writing to the Executive Committee through the Executive Director.

Thank you for becoming a member of the National Board of Directors and for your interest in The Navy League of Canada. I hope you find your role interesting, productive and worthwhile. Your efforts will benefit the Navy League and through it future generations of Canadians.

Tim Porter

H.T. Porter, CMM, CD
Rear Admiral (Retired)
National President
The Navy League of Canada

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NATIONAL BOARD OF DIRECTORS

The National Board of Directors is the policy governing body of the Navy League and works as a collective to create and update policies. As such it is the final arbiter on matters of national League policy. Its responsibilities and powers are laid out in The League By-Laws. All members of the National Board of Directors must be Individual Members in a Division or Branch, and all members have equal voting rights except as described in the By-Laws. Beyond the responsibilities and powers described in the By-Laws it is responsible for:

- A
 - 1) In partnership with the Canadian Forces, sponsoring the Royal Canadian Sea Cadet Program in accordance with the National Defence Act and agreements with the Department of National Defence and the Canadian Forces;
 - 2) Administering, sponsoring and promoting the Navy League Cadet Program;
 - 3) Promoting a better understanding of Canada as a maritime nation; and,
 - 4) Respecting the Letters Patent, Purposes and Objects, and By-Laws of The League.

- B
 - 1) Raising the funds necessary to carry out approved League activities; and,
 - 2) Safeguarding the funds raised and all other League assets.

- C
 - 1) Convening an Annual Meeting (AGM) and any required special meetings;
 - 2) Ratifying the Executive Committee's activities since the previous meetings of the National Board of Directors; and,
 - 3) Approving amendments to The League's Letters Patent and By-Laws.

- D
 - 1) Providing advice and assistance to Divisions, and, through the appropriate Division, to Branches, their cadet corps and local corps sponsors.

INDIVIDUAL MEMBERS OF THE NATIONAL BOARD OF DIRECTORS

In addition to the above, each and every member of Board is expected to:

- A
 - 1) Promote the Navy League and its programs and activities whenever possible;
 - 2) Seek out opportunities for national fund-raising for League activities; and,
 - 3) If requested by the President, represent The League at official functions.

ADVISORY COUNCIL

The Advisory Council is comprised of three appointed members and is chaired by the Immediate Past National President. Its mandate comes from Article 4.6 of the By-Laws, and its members should be proactive in advising the National Board of Directors on issues important to The League. The Advisory Council is responsible for:

- A
 - 1) Advising the President, the National Board of Directors or its Committees on issues regarded as important to the function or operation of The League, in particular issues relevant to Maritime Affairs, Sea Cadets, and Navy League Cadets;
 - 2) Seeking input from any member of The League, or other individuals, in order to develop its position on matters referred to it for advice; and,
 - 3) Reviewing and advising on any special or extraordinary resolutions which in the view of the President or Executive Committee may be controversial.
- B
 - 1) Canvassing all members of the National Board of Directors requesting names and biographies of nominees for election to the National Board of Directors ninety (90) days prior to the AGM;
 - 2) Circulating the names and biographies of all nominees for the National Board of Directors to all members of the National Board of Directors thirty (30) days prior to the AGM;
 - 3) Recommending the names of a President, First Vice-President, and Treasurer for election to the National Board of Directors at the AGM; and,
 - 4) Conducting elections at the AGM and advising nominees, including those not present, of the results.
- C
 - 1) Carrying out other activities or projects that may be requested by the President, Executive Committee, or the National Board of Directors.

DIVISION PRESIDENTS

The Navy League of Canada's strength and fundamental ability to operate come from its national scope and Canada-wide character. The League is comprised of Branches from Victoria to St. John's organized into twelve Divisions, and it is seen to be a national organization that speaks with one voice on national matters. That might place Division Presidents in a difficult position – giving them the seemingly contradictory roles of representing the League members within their Divisions and the need to consider the best long-term interests of The League as an enduring organization with collective national responsibilities.

In a large corporation at budget time Department Heads are expected to vigorously promote the requirements of their departments. But they are also expected to understand and accept situations where the best interests of their departments must be subordinate to those of the overall corporation if it is to survive.

The same expectation applies to Division Presidents in the context of their roles on the National Board of Directors. They are expected to promote the interests of their Divisions, but must also be able to understand and promote the greater good of the national organization. The hallmark of an experienced and 'seasoned' Board member is the ability to do both. To do otherwise might be seen as an indication that the National Board of Directors does not have the ability or the willingness to act consistently in the collective interests of all those we serve -- from Victoria to St. John's and all Divisions, Branches, Sea and Navy League Cadet Corps in between.

More specifically, Division Presidents must:

- A 1) Represent the League Members and other volunteers who are responsible for enabling and delivering The League's programs within the Division and its Branches.
- B 1) Consider issues that come before National Board of Director's from the perspective of a director of a national corporate board, acting in the best interests of the national organization.
- C 1) Respect decisions taken by the members of the National Board of Directors in the best interests of the entire Navy League and its members and programs across Canada, and put national League policies into effect within their Divisions.
- D) 1) Produce a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee; and,
2) Provide written reports for each meeting of the Board.

EXECUTIVE COMMITTEE

The Executive Committee is made up of the Immediate Past President, the current President, the First Vice-President, Treasurer and the Division President's Representative. It is described in By-Law 4.6. The Executive Committee is responsible for:

- A
 - 1) Managing the affairs of The League on behalf of the National Board of Directors between Board meetings and assisting the President as required in the general supervision and control of League operations and business affairs;
 - 2) Assisting the President as required in giving direction to Board Members in respect of their portfolios, strategies, goals and objectives;
 - 3) Through the Executive Director and Treasurer, monitoring League expenditures for adherence to the approved budget and, if necessary, adjusting line amounts within the overall totals to deal with unexpected or extraordinary expenditures; and,
 - 4) Ensuring that any direction received from the National Board of Directors is carried out in a timely manner.

- B
 - 1) Hiring, and, if necessary, terminating staff for the National Office;
 - 2) In consultation with the Executive Director, setting the job descriptions and salaries, and thereby directing the activities of the National Office staff; and,
 - 3) Providing leadership for the staff in its regular and strategic planning activities.

- C
 - 1) Authorizing the use of The League's Corporate Seal on official League documents other than certificates of awards.

- D
 - 1) Carrying out other functions as required by the National Board of Directors.

PRESIDENT

The National President is the Chief Executive Officer of The League. The President's authority and primary responsibilities are described in By-Law 4.8, however, in general, he/she provides the overall direction, focus and vision for The League. The President is responsible to all League members through the Division Presidents who represent them as members of the National Board of Directors for:

- A
 - 1) Properly representing the Navy League on all matters and in all forums; and,
 - 2) Liaising with the Department of National Defence, including the Minister, other Federal Government Departments and Agencies, and other organizations.

- B
 - 1) Working with the Executive Committee to ensure the effective management of The League; and,
 - 2) Ensuring that the First Vice-President is briefed on all major issues facing The League, is able to stand in for the President, if necessary, and is ready to succeed the President effectively.

- C
 - 1) If available, attending Division AGM's;
 - 2) Whenever possible, visiting Sea and Navy League Cadet Training activities during training periods; and,
 - 3) Attending National and International meetings, forums, seminars, conventions, etc., that are relevant to The League's activities.

- D
 - 1) Reporting to the National Board of Directors on the proper functioning of The League and compliance with League By-Laws and other regulations; and,
 - 2) Providing written reports for each meeting of the Board.

FIRST VICE-PRESIDENT

The First Vice-President has three distinct roles. He is the Deputy President and occasional stand-in, the understudy learning to do the president's job next, and the senior person responsible for the Navy League's role in the Sea Cadet Program other than the President. The First Vice-President is responsible for:

- A
 - 1) Assisting the President as required; and,
 - 2) Acting for the President in his or her absence.

- B
 - 1) As a member of Executive Committee assuming a greater awareness of the internal and external roles of the President; and,
 - 2) Visiting Divisions when possible, preferably for their AGM's.

- C
 - 1) Chairing the National Sea Cadet Committee and liaising as required with the Canadian Forces Directorate of Cadets; and,
 - 2) Visiting Sea and Navy League Cadet Summer Training activities when able to do so.

- D
 - 1) Other tasks as requested by the President; and,
 - 2) Providing written reports for each meeting of the Board.

IMMEDIATE PAST PRESIDENT

The Immediate Past President contributes continuity to the Executive Committee and The League by advising the Executive Committee on precedents from his term as President and those of his predecessors serving on the Advisory Council. The Past President should be proactive in offering suggestions to the Executive Committee, but the primary responsibilities are to:

- A
 - 1) Advise the President as a member of the Executive Committee; and,
 - 2) Act for the President in the absence of the President and the First Vice-President.

- B
 - 1) Chair the Advisory Council, and report on that Committee's activities to the National Board of Directors;
 - 2) Make recommendations to the National Board of Directors for election to the Board; and,
 - 3) Administer the nominations for the National Board of Directors elections and the elections themselves at each AGM.

- C
 - 1) Convene Advisory Council meetings or conference calls as necessary to discuss League issues and Advisory Council activities;
 - 2) Undertake projects or activities assigned by the President, or the National Board of Directors; and,
 - 3) Providing written reports for each meeting of the Board.

TREASURER

The National Treasurer is the Chief Financial Officer of The League. In addition to drafting a budget and supervising The League's finances, the Treasurer is responsible for:

- A
 - 1) Liaising with the Executive Director regularly concerning the day to day finances of The League; and,
 - 2) Reviewing financial data with The League's bookkeepers and the Executive Director and assisting with the production of informative financial statements.

- B
 - 1) Seeking input from each Portfolio Chair, in the preparation of draft budgets before submission to the National Board of Directors;
 - 2) Liaising with the auditors as necessary, presenting their audited financial statements to the Board, and recommending auditors for appointment by the Board;
 - 3) Advising the Executive Committee, and the Board on policies and procedures for fiscal management; and,
 - 4) Advising the Executive Committee and the Executive Director concerning The League's investments to ensure maximum return commensurate with appropriate security within the League's adopted investment strategy.

- C
 - 1) Assisting Divisions with their budgeting and fiscal management, as required, and monitoring their compliance with the requirement to submit annual budgets and financial statements.

- D
 - 1) Providing written reports on the status of the League's finances for each meeting of the Board; and,
 - 2) Ensuring that an auditor's statement and recommendations are provided for the Annual General Meeting.

DIVISION PRESIDENTS' REPRESENTATIVE

Each year, in conjunction with the National AGM, the Division Presidents meet to elect one of their numbers to represent them on the Executive Committee. The elected representative is then appointed a National Vice-President to represent the Division Presidents for two years or until a successor is elected at the National AGM following his/her Division Presidency. If a Division Presidents' Representative ceases to be a Division President before a successor representative is elected, and chooses not to complete the term as the Presidents' Representative, the President may appoint another volunteer Division President to fill the position until the following AGM. The Representative will:

- A
 - 1) Provide a Division Presidents' perspective on League issues to the National President and Executive Committee;
 - 2) Canvass Division Presidents for their concerns to be addressed by the Board; and,
 - 3) On request, advise other Division Presidents on League matters and assist with training new Division Presidents.

- B
 - 1) Bring forward any resolutions, requests or proposals from the Division Presidents to the National Board of Directors that are not otherwise dealt with by the Board.
 - 2) Provide written reports for each meeting of the Board; and,
 - 3) Carry out other related tasks or activities as requested by the President.

SEA CADET COMMITTEE

Co-sponsoring the Royal Canadian Sea Cadet Program with the Canadian Forces is one of the most important core activities of the Navy League. As such, in accordance with The League By-Laws, the First Vice-President normally acts as Chairman of the Sea Cadet Committee. The Sea Cadet Committee is responsible for:

- A 1) Liaising with the CF Director of Cadets (DCdts) in relation to Sea Cadet matters.

- B 1) Reviewing the Sea Cadet training program in consultation with the Executive Director and, if necessary, raising concerns about the training with the DCdts staff,
 - 2) Formulating strategic long-term plans for the Sea Cadet program;
 - 3) Co-ordinating the National Sea Cadet Sailing Regatta with the Director of Cadets, Executive Director and appropriate Division; and,
 - 4) Co-ordinating the Sea Cadet Foreign Exchange Program with the Director of Cadets and the Executive Director.

- C 1) Attending the National Sea Cadet Sailing Regatta; and,
 - 2) Visiting Sea Cadet Training Establishments during summer periods;

- D 1) Selecting the National Sea Cadet of the Year and announcing the name of the winner at the AGM; and,
 - 2) Selecting the top large and small Corps in Canada;
 - 3) Determining the eligibility and selection criteria for NL/RCNBF scholarships and submitting them form approval by the board; and,
 - 4) Annually selecting scholarship recipients.

- E 1) Producing a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee; and,
 - 2) Providing written reports for each meeting of the Board.

NAVY LEAGUE CADET COMMITTEE

The Navy League Cadet Chair is the head of the command and control system for the Navy League Cadet Program. The Navy League Cadet Committee is responsible for:

- A
 - 1) Formulating strategic long-term plans for the Navy League Cadet program;
 - 2) Interpreting and updating NLC policies and regulations, and ensuring that all NLC Corps, Branches, and Divisions adhere to them; and,
 - 3) Establishing appropriate standards for NLC officer and cadet uniforms and facilitating their acquisition by Branches sponsoring NLC Corps.

- B
 - 1) Producing a relevant, innovative and fun training program for NL Cadets;
 - 2) Producing an appropriate comprehensive training program for NLC Officers and setting a professional standard of training, conduct, dress and deportment for them;
 - 3) Producing/procuring appropriate NLC training aids and recruiting material; and,
 - 3) Maintaining an interesting and informative NLC section on the League's Internet Web Page.

- C
 - 1) Producing a Safety Handbook for Navy League Cadets; and,
 - 2) Distributing safety-related booklets, pamphlets, posters, etc. to NLC Corps.

- D
 - 1) Liaising with other agencies (e.g. the Red Cross, Ministry of Transport/Canadian Coast Guard, Safe Boating Council, etc.) regarding water and environmental safety.

- E
 - 1) Approving the formation, disbandment and name changes of NLC Corps.
 - 2) Approving the enrolment and release of all NLC Officers;
 - 3) Approving all NLC Officer promotions including appointments of Division Area Officers and Division Commanders, and,
 - 4) Advising Divisions and Branches as to the correct policies and procedures for Mediation, Conflict Resolution and Crisis management.

- F In consultation with the Executive Director and staff preparing a portfolio budget request for the next year and the year following that for submission to the Treasurer.

Terms of Reference - National Board of Directors

- G Selecting recipients of the National NLC Awards and promulgating the names of recipients to the Board.

- H 1) Producing a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee;
- 2) Providing written reports for each meeting of the Board; and,
- 2) Carrying out other related tasks or assignments as requested by the President.

MARITIME AFFAIRS COMMITTEE

The promotion of Maritime Affairs across Canada in accordance with The League's Letters Patent is the third core program of the Navy League. Maritime Affairs not only looks at the Canadian Navy's important role in preserving our sovereignty and security, as well as marine transportation, scientific aspects of ocean use, safety of life at sea, safe operations of vessels, maritime boundary de-lineation, offshore energy, marine environment, the fisheries and oceans policy. Over the next decade, the scale and complexity of increasing oceans use will have a profound impact on Canada. The Navy League remains committed to provide meaningful and powerful information in promoting Maritime Affairs as it moves forward in this millennium. The Maritime Affairs Committee is responsible for:

- A
 - 1) Providing easy to understand information on maritime related subjects to the National Board of Directors, Divisions, Branches, and Cadet Corps;
 - 2) Producing educational material on maritime subjects for Branches and Corps; and,
 - 3) Maintaining an interesting and informative Maritime Affairs section on The League's Internet Web Page.

- B
 - 1) Promoting Maritime Affairs to our membership and the country at large;
 - 2) Determining criteria for Maritime Affairs Scholarships and selecting the annual recipient(s); and,
 - 3) Establishing Maritime Affairs representatives in Divisions.

- C
 - 1) Actively liaising with other maritime-oriented organizations, e.g. the NOAC, CDA, etc., and marine-related industries and seek opportunities for introducing sea cadets to marine-related careers; and,
 - 2) Attending meetings, forums, seminars, etc., on Maritime Affairs relative to the interests of The League.

- D
 - 1) With the Executive Director and staff, preparing an annual portfolio budget request for submission to the Treasurer;
 - 2) Produce a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee;
 - 3) Provide written reports for each meeting of the Board; and,
 - 4) Carrying out other related tasks or activities as requested by the President.

FUND DEVELOPMENT COMMITTEE

Although fund-raising is not one of the core programs of The League, its importance to the future of The League and its programs cannot be over-emphasized. The Fund Development Committee is responsible for the various fund-raising initiatives for The League, and, more specifically, for:

- A
 - 1) Formulating a fund development strategy that includes *inter alia* personal contacts, letters to corporations, individuals, and associations, discussions at social gatherings and meetings;
 - 2) Providing advice to the Executive Committee and Executive Director in developing proposals to obtain financial assistance for League programs and projects from organizations or industries, and/or accessing current government programs for funding; and,
 - 3) Providing a detailed accounting of all revenues and expenditures of fund-raising campaigns and initiatives to the Executive Committee, on request, and to the Board in quarterly reports.

- B
 - 1) Developing proposals for co-operative approaches to fund raising with Divisions; and,
 - 2) Ensuring that the national fund-raising strategies are not in conflict with Divisions or Branches, unless a co-operative approach is agreed on.

- C
 - 1) Submitting a proposed budget request to the Treasurer that covers the next two fiscal years;
 - 2) Producing a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee;
 - 3) Providing written reports for each meeting of the Board; and,
 - 4) Carrying out other related tasks or activities as requested by the President.

MEMBERSHIP COMMITTEE

Every organization depends on its members to function and survive. NL membership categories are defined as Individual, Associate, Life or Honorary. The larger the number of members in any organization the larger the significance of the organization, particularly when dealing with government departments or agencies. This Committee is responsible for:

- A
 - 1) Assisting Divisions and Branches with recruiting Individual and Associate Members; and,
 - 2) Attracting new National Associate Members and encouraging others to do so.

- B
 - 1) Advising the Board on all issues relating to membership in The League, and recommending new categories or changes to existing categories of membership;
 - 2) Recommending the appointment of individuals as Honorary Members for approval by the Board;
 - 3) Recommending the amount to be charged as the fee for National Associate Membership to the Board;
 - 4) Establishing the benefits of each category of membership; and,
 - 5) Maintaining current lists of Members in each category, and annually purging them of the deceased or disinterested or with whom contact has been lost.

- C
 - 1) Producing an annual letter to Members, briefly describing current League activities to be sent out by staff with the appropriate additional material;
 - 2) Producing additional ask letters and support material, as required; and,
 - 3) Ensuring that letters and other materials are sent out in a timely manner.

- D
 - 1) Submitting an annual budget request (which should include the costs associated with maintaining Honorary Members) for the next and following years to the Treasurer;
 - 2) Producing a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee.
 - 3) Providing written reports for each meeting of the Board; and,
 - 4) Carrying out other related tasks or activities as requested by the President.

COMMUNICATIONS COMMITTEE

If the Canadian public is not aware of what we do, we will have a hard time getting the public to support what we do. Therefore it is extremely important that we have an active Public Awareness campaign to tell people just what it is that we do (and how they might help us do it). The Communications Committee is responsible for:

- A
 - 1) Raising the visibility of The League in any appropriate way that reflects positively on The League or its core programs;
 - 2) Developing and updating the Navy League Internet World Wide Web site and ensuring that it is current and relevant to The League and its core programs;
 - 3) Producing information brochures, posters, videos, etc., outlining the NL cadet and Maritime Affairs programs and activities of The League for distribution nationally; and,
 - 4) Liaising regularly with the CF Directorate of Cadets Public Information Cell on Sea Cadet activities worthy of increased public exposure.

- B
 - 1) Working closely with other members of the Board and actively seeking opportunities for media releases (e.g. to cadet “home town” and national newspapers, DND public affairs offices and publication editors) that reflect positively on The League and its core programs; and,
 - 2) At the request of Divisions or Branches, assisting with the distribution of any media-worthy material that would reflect favourably on The League or its core programs in their areas.
 - 3) Actively supporting the initiatives of other committees and portfolio holders.

- C
 - 1) Producing suitable recruiting material for Branch and Division membership and the NLC Programs.

- D
 - 1) Submitting a portfolio budget request for the next year and the year following that to the Treasurer;
 - 2) Producing a strategy which includes short, medium and long-term goals and objectives to be approved by the National Executive Committee;
 - 3) Providing written reports for each meeting of the Board; and,
 - 4) Carrying out other related tasks or activities as requested by the President.

RULES COMMITTEE

The League needs someone to keep an eye on “due process” to ensure that it is operating in accordance with the law, its By-Laws and policies, and resolutions passed by its governing body. The Rules Committee is responsible for:

- A
 - 1) Continually reviewing The League’s National By-Laws to ensure they are appropriate, current, clearly worded and consistent with the intent of the National Board of Directors;
 - 2) Reviewing Division and Branch By-Laws to ensure they are consistent with the National By-Laws and policies, advising the Divisions and Branches accordingly.
 - 3) Advising the Executive Committee and the Board on recommended amendments to the Division and Branch By-Laws and their potential ramifications;
 - 4) Advising the Executive Committee and the Board on recommended amendments to the National By-Laws and their potential ramifications; and,
 - 5) Ensuring that any By-Law amendments that are approved by the Board are put into effect, incorporated into relevant By-Laws, policy or other League manuals and that the necessary amendments are promulgated across The League.

- B
 - 1) Conducting research and analysis on all proposed General Resolutions and Resolutions in Writing for their legality and possible conflicts with The League By-Laws or policies;
 - 2) Ensuring that all Resolutions in Writing are submitted in accordance with The League By-Laws;
 - 3) Advising the Executive Committee and the Board on any proposed resolutions and their potential ramifications; and,
 - 4) Ensuring that any resolutions adopted by the National Board of Directors are put into effect and incorporated into relevant By-Laws or other League manuals, including these Terms of Ref.

- C
 - 1) Acting as the ready reference expert on the By-Laws and correct meeting procedures at Board meetings.

- D
 - 1) Providing written reports for each meeting of the Board.
 - 2) Carrying out other related tasks or activities as requested by the President.

NATIONAL EXECUTIVE DIRECTOR

The terms of reference for the National Executive Director are, in part, those specified for the National Secretary in By-Law 4.10. Generally, the National Executive Director is the Corporate Secretary for the Board of Directors. He/she is also the National Office Manager, the primary contact in the National Office for Division Presidents, Board members, non-League members, organizations and agencies and the senior liaison with the Director of Cadets staff. The National Executive Director acts as a principal spokesperson and the media coordinator for the Navy League. The National Executive Director has a broad range of responsibilities and a very limited staff. He/she will take direction only from the President and will be responsive to the members of the Board of Directors.

More specifically, the National Executive Director:

- A
 - 1) Manages the National Office and is personally responsible for its efficiency and effectiveness; and,
 - 2) With the approval of the Executive Committee, hires, trains, sets job descriptions for employees, directs employees, assesses the performance of employees and if necessary, terminates the employment of employees. The National Executive Director recommends salary, benefit and pension changes for staff to the Executive Committee. The National Executive Director sets performance goals and objectives for National Office employees.

- B
 - 1) Assists the Treasurer in preparing a proposed budget and monitors National Office spending and the League investment portfolio;
 - 2) Negotiates League insurance policies and other service contracts;
 - 3) Develops and maintains administrative paper-based and electronic systems for recording, tracking and retrieval of discussion and decision documents;
 - 4) Develops and maintains an administrative system to identify real property and assets held in the name of the Navy League of Canada;
 - 5) Prepares concept discussion papers, proposals and strategies for consideration of the Board of Directors, DND officials, support and contract agencies;
 - 6) Supervises effective dissemination of League information to volunteers, Branches, Divisions, supporters of the NLOC and to the general public;
 - 7) Supervises the review and implementation of the NLOC Internet Technology Strategy, including the content of the NLOC's website: www.navyleague.ca;
 - 8) Administers the National Awards and Scholarship programs through regular and active consultation with sponsors and benefactors; and,
 - 9) Supervises the custody, dispatch, recall and refurbishing of League trophies and awards.

- C
 - 1) In consultation with appropriate League members, liaises with all levels of the Canadian Forces and in particular, the Director of Cadets regarding Sea Cadet activities and program issues; and,
 - 2) Acts as the International Secretary for the International Sea Cadet Association.

Terms of Reference - National Board of Directors

- D
- 1) Maintains regular active liaison with like-minded organizations and supporters of the NLOC such as; the Army Cadet League; The Air Cadet League; the Naval Officers' Association of Canada; the Royal Canadian Legion, the Royal Canadian Naval Association, the Conference of Defence Associations and the Royal Canadian Navy Benevolent fund;
 - 2) Within budgetary and time constraints, visits Divisions on behalf of the Board of Directors;
 - 3) On request, provides guidance to the members of the Board of Directors on matters of protocol, and their portfolio and or Division responsibilities. Provides advice to Branches, Corps and corps sponsors. Provides advice on matters relating to program operations, and fosters good relationships between Corps, Branches and Divisions; and,
 - 4) Carries out other tasks or duties prescribed by the President. These duties and responsibilities may be delegated to National Office employees with the approval of the President.