



## Canoeing Ireland – Recruitment of Chief Executive Officer

Canoeing Ireland is currently seeking to recruit a Chief Executive Officer on a three-year, nine month **Fixed Term** contract to lead the team, develop and align the organisation and work with key stakeholders to achieve its strategic aims.

### Canoeing Ireland

Canoeing Ireland (CI) is a non-profit, membership organisation based in Irish Sport HQ, National Sports Campus, Blanchardstown, Dublin 15. The role of CI as the National Governing Body (NGB) for the sport, affiliated to Sport Ireland, is

- to promote, support and regulate competitive paddling activities in Ireland across all disciplines in the sport through seven Technical Sub-Committees representing the Olympic disciplines of Canoe Sprint and Canoe Slalom and the non-Olympic disciplines of Canoe Polo, Freestyle, Paddlesurf, Wild Water Racing and Canoe Marathon
- through its Training and Development Unit to develop and implement CI's Awards & Qualification Scheme as well as promoting the recreational disciplines of River Kayaking, Sea Kayaking, Open Canoeing, Sit on Top and Stand Up Paddle Boarding and
- As a member of the Olympic Council of Ireland, Paralympics Ireland, the International Canoe Federation and the European Canoe Association, to promote, develop and support international programmes of participation by Irish teams

CI governance is the responsibility of its Board of Management which is democratically elected to oversee the implementation of Canoeing Ireland's strategic objectives. The Board comprises of 12 members including five executive members, three discipline representatives and four regional representatives.

The CEO will lead a team consisting of four staff members:

- Training and Development Manager who develops and implements Canoeing Ireland's training and qualification programmes (in collaboration with the Training and Development Unit and Coaching Ireland) and delivers organisational, club, event and facility development initiatives nationally,
- Youth & Club Development Officer, a recently approved position to develop youth participation in canoeing and increase both quantity and quality of Canoe Clubs in Ireland,
- Administrator who deals with membership services and awards certification,
- Book Keeper who deals with accounts, payroll, training calendar as well as international and national event registration.

This staff complement may be subject to expansion over time.

### CEO Position

The CEO of CI will have overall accountability, responsibility, and authority for management of the business and affairs of CI in collaboration with the Board of Management and its Executive Committee in accordance with CI's adopted policies and procedures.

Under their overall direction and oversight and in close co-operation with the Executive Committee and Board of Management, the CEO will establish, implement, and oversee the short and long-range goals, strategies, plans and policies of CI in a manner that develops, enhances, and promotes a healthy, diverse and vibrant organisation, a flourishing club system, its membership base and the Olympic, Paralympic and non-Olympic disciplines of the sport.

The CEO must take a leadership role in creating a culture of respect for and service to the CI club and membership base in coordination with the Board of Management, the Technical Committees and all

other constituencies of the sport. Additionally, the CEO must take the lead in establishing and fostering collaborative and fruitful relationships with partner agencies.

The CEO's ultimate responsibility is to develop and sustain CI as a high-performing organisation.

### CEO's Key relationships

The CEO is appointed by, reports to and is accountable to the CI Board of Management and its Executive Committee. The CEO is not a member of the Board or any committees, but actively participates in all Board and Executive Committee meetings and acts as Company Secretary.

The CEO manages the staff of CI and others who have responsibility for conducting the business and affairs of the organisation.

Key relationships include	
Internal	External
Board of Management Executive Committee of the Board Staff Technical and other Sub-Committees Clubs Membership	Sport Ireland Irish Institute of Sport Coaching Ireland Olympic Council of Ireland Paralympics Ireland International Canoe Federation European Canoe Association Sponsors Media

### CEO's Key Responsibilities

#### 1. Strategic and operational

- 1.1. Implementation of the adopted mission, vision and strategic direction of Canoeing Ireland through the design and implementation of annual operational plans with key performance indicators to successfully achieve them.
- 1.2. Oversee and support the implementation of agreed strategies to grow participation and membership throughout Ireland and to ensure that the organisation is fulfilling the requirements of its members.
- 1.3. Implement administrative, financial, marketing, human resources and change-management best practices to facilitate the implementation of strategic and operational plans.
- 1.4. Management, monitoring and development of Canoeing Ireland as a high-performing organisation
- 1.5. To coordinate the design, implementation, monitoring and review of High Performance Plans In alignment with the strategic plan, that will lead to high levels of performance in international, European, World, Olympic and Paralympic competition.

#### 2. Corporate Governance and Financial Management

- 2.1. Ensure that the operations of the organisation are conducted in accordance with ethical governance, current legislation and financial regulations and to ensure the necessary and appropriate checks and balances are put in place to ensure all business affairs of the organisation are conducted to the highest ethical standards to protect the reputation of the organisation and the sport.
- 2.2. Establish people, financial and operational regulatory mechanisms and controls through the implementation of a comprehensive framework of policies, processes and procedures, including anti-doping, which comply with legislation and are benchmarked with best practice
- 2.3. Develop and maintain an appropriate strategy and documentation for the identification, analysis and mitigation of risks that might arise in relation to the sport and the organisation, reporting to the Board on a regular basis

- 2.4. Ensure the accuracy and integrity of the organisation's financial information, reporting and disclosure requirements, internal controls, adherence to the CI Code of Conduct and other compliance requirements and the highest level of ethical behaviour at all levels of the organisation.
- 2.5. Prepare, deliver, agree and monitor budgets on an ongoing and timely basis linked with the development and delivery of annual operational plans, obtaining Board approval to the financial and budgetary requirements necessary to achieve the plans.
- 2.6. Identify, cultivate and secure sponsorship opportunities and national, regional and local authority funding schemes to develop a diverse funding base for CI's revenues
- 2.7. Develop, manage and maintain the physical infrastructure and assets of the organisation including facilities, IT systems and databases and support-services and equipment.
- 2.8. Manage compliance with legal and regulatory requirements (including financial reporting, funding reporting obligations, health & safety, child protection etc.).
- 2.9. Provide prompt, thorough and accurate information and commentary on the accounts to keep the Board appropriately informed of the organisation's financial position
- 2.10. Act as Accountable Officer for funding and information purposes for Sport Ireland
- 2.11. Assist the President in setting the agenda for the Board and provide brief written reports on key areas of activity and progress towards meeting agreed objectives
- 2.12. Implement C.I. Complaints and Disciplinary Procedures in accordance with adopted Policy
- 2.13. Conduct all business affairs of the High Performance operation to the highest ethical standards.

### **3. Personnel Management**

- 3.1. Through sound leadership ensure the recruitment, development and retention of a highly capable management / support team and to develop and manage a performance culture which optimises the potential of all employees and volunteers to maximise the efficiency and effectiveness of the wider organisation.
- 3.2. Ensure the robust and consistent application of a performance management system across the CI staff team and organisation; agreeing clear objectives, monitoring and measuring results to ensure KPIs are met and supporting the development of the team to ensure the flexibility and capability of the organisation.
- 3.3. Facilitate the provision of appropriate development opportunities for Board, Technical Committees, staff members and volunteers.

### **4. Communication and Stakeholder Engagement**

- 4.1. Foster and promote contacts with the media in order to promote the profile, achievements and interests of Canoeing Ireland and the sport
- 4.2. Ensure clear and consistent communication processes are in place to inform and engage staff and volunteers at all levels across all parts of the wider organisation using appropriate media and other communication channels.
- 4.3. Keep the Board informed in a timely and consistent manner of the progress of the organisation in the achievement of strategic goals and to barriers to such achievement.
- 4.4. Ensure the development and implementation of a marketing and media strategy to build and optimise the brand, image and reputation of the sport in the public domain.
- 4.5. Act as the key point of contact to represent, lead and enable the organisation within the national, international, Olympic and Paralympic communities and build and cultivate strong effective working relationships internally and externally to advance the interests of the sport nationally and internationally.
- 4.6. Develop and implement support structures to assist constituent clubs, providers and membership to grow the sport regionally, nationally and internationally.

### **5. High Performance**

In co-operation with any future Performance Director, the relevant technical committees and Board members with HP responsibility, to:

- 5.1. To coordinate the design, implementation, monitoring and review of High Performance Plans In alignment with the strategic plan, that will lead to high levels of performance in international, European, World, Olympic and Paralympic competition.
- 5.2. Facilitate the development of infrastructure and systems to drive high performance including Talent Identification Pathways / Athlete contracts / short, medium and long-term competition calendar programme / monitoring, reviewing and reporting on the success of athletes in line with agreed objectives / design and implementation of selection policies and processes for national teams / maintaining a robust system for capturing and reporting data on athlete performance, history and trajectory / to enable participants to achieve excellence in local, national, international competitions and to enable the development of a sustainable pipeline of high performance 'elite' athletes to represent Ireland up to Olympic level.
- 5.3. Provide regular management information reports to the Board and others on the High Performance Plan (HPP), budget and athlete performance, informing of any variances, recommending remedial actions and agreeing a recovery strategy to achieve the targets.
- 5.4. Develop, implement and manage the Sport Ireland Carding support policies to support elite performance at international level.

## 6. Facilitating Participation

- 6.1. Promote an appropriate culture to encourage, nurture, train and retain volunteers to engage in event organisation
- 6.2. Coordinate an integrated annual calendar of paddle sport events to minimise significant date clashes in the interests of maximising participation across the disciplines.

## CEO Key Selection Criteria and Critical Competencies

The CEO must be an outstanding, highly credible leader with the necessary professional experience and personal qualities to lead the organisation forward successfully. The ideal candidate for the role will demonstrate the following experience / characteristics:

### Shortlisting Criteria

Knowledge, Skills and Competencies	Essential	Desirable
<b>1. Evidence of significant experience (breadth and depth) within a sporting organisation, business or similar environment</b>	√	
<b>2. Demonstrated experience of thinking and operating at a strategic level</b>	√	
<b>3. Leadership</b> <ul style="list-style-type: none"> <li>• Experience of leading, managing and motivating teams through good and through difficult times and</li> <li>• Proven experience of performance management, including effective target setting and achievement</li> </ul>	√	
<b>4. A strong record of delivering results</b>	√	
<b>5. Strong experience of financial and budget management and revenue generation</b> <ul style="list-style-type: none"> <li>• Strong financial management with experience of managing significant budgets</li> <li>• Understanding of income/expenditure statements and balance sheets</li> <li>• Capability of assessing trends in financial statements as well as constructing annual budgets in liaison with appropriate Officers</li> </ul>	√	
<b>6. Degree level qualification or equivalent.</b>		√

**Additional Criteria to be established at interview for those candidate who have been shortlisted.**

<b>Knowledge, Skills and Competencies</b>	<b>Essential</b>	<b>Desirable</b>
<b>7. Experience of positively leading and managing teams within a sports-related environment.</b>		√
<b>8. Experience of working in a volunteer-led environment</b>		√
<b>9. Demonstrable track record of implementing organisational change and continuous improvement to evolve capability and capacity</b>	√	
<b>10. Ability to drive strategies to secure revenue including from commercial partnerships and other external sources</b> <ul style="list-style-type: none"> <li>• Good commercial skills, including proven analytical and negotiating skills in relation to assessing commercial contracts</li> </ul>	√	
<b>11. Sound knowledge of issues within the Sporting landscape, structures and administration in Ireland.</b> <ul style="list-style-type: none"> <li>• A command of issues relevant to sport funding and administration in Ireland and demonstration of awareness of the broader sporting landscape both in the Ireland and abroad</li> <li>• Sound knowledge and understanding of sporting structures and working within them for success</li> <li>• Commitment to the future development of Canoeing Ireland and a passion for sport in general</li> <li>• Understanding of the role of volunteers at different levels within canoeing and evidence of the ability to work empathetically with them, to keep them involved and motivated</li> </ul>	√	
<b>12. Ability to work positively with Boards and other Stakeholders and Influencing</b> <ul style="list-style-type: none"> <li>• Ability to build sustainable relationships to further organisational interests within a highly complex 'political' environment such as an NGB</li> <li>• Ability to develop and maintain an excellent working relationship with Sport Ireland and other relevant stakeholders and potential funders</li> <li>• Strong interpersonal and influencing skills</li> </ul>	√	
<b>13. Ability to positively influence and manage media relations</b>	√	
<b>14. Ability to work both independently and also to be an effective team player</b>	√	
<b>15. Excellent communication skills, both verbal and written including good presentation skills for different audiences</b>	√	
<b>16. Excellent organisational and time management skills</b>	√	
<b>17. Experience of participating in sport ideally at a high level.</b>		√