

CEO Policy of USA Fencing
2/16/2023

1. Introduction & Purpose

The CEO Policy, sometimes known as an executive limitation policy, establishes clear delineation of the authority, and limits of such authority of the CEO of the organization. This policy, when combined with a succession plan serves to assist in providing clear expectations not only for the Executive of the day, but in transition.

2. Limitations

The following are general limitations on the actions and activities of the CEO:

2.1 – The CEO shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, unethical, or in violation of commonly accepted business standards, business ethics, the US Center for SafeSport Code, the World Anti-Doping Code, sport ethics or operated outside the defined federal and state laws.

2.2 – The CEO shall not significantly alter the mission or organizational over-arching direction without the express consent of the Board.

3. Financial Conditions & Activities

With respect to Financial Conditions & Activities, the CEO shall not cause, or allow the development of fiscal jeopardy or material deviation of actual expenditures from the strategic and operational plans approved by the Board. Accordingly, the CEO shall not;

3.1 – The CEO shall not cause USA Fencing to expend more funds than have been received (including accounts receivable), unless otherwise authorized by the Board and Budget Committee.

3.2 – Shall not indebted the organization by an amount greater than can be repaid by certain, unencumbered revenue by the end of the fiscal year (e.g. Credit Cards), unless such debt is part of a strategic or operational plan or budget approved by the Board.

3.3 – Use any long term reserves except as approved by the Board.

3.4 – Allow tax payments or any other government payments or filings to become overdue or be inaccurately filed.

3.5 – Allow any funding reports (e.g. USOPC funding reports or grant reports) to become overdue or be inaccurately filed.

3.6 – Allow credit card payments to become overdue so that credit cards attract significant interest charges

3.7 – Allow payments to be made without the appropriate and required approvals per the USFA Financial Policy and Procedures.

3.8 – Endanger the 501c3 status of USA Fencing or the US Fencing Foundation.

The CEO shall:

3.9 – Ensure that financial statements are provided on at least a quarterly basis, but preferably on a monthly basis, to the Board of Directors in as timely manner as is reasonably possible. The CEO shall ensure the board are apprised of any risks to budget and apprised of any issues with the financial statements for that month.

3.10 – The CEO shall ensure that the audit letter of the independent auditors is provided to the Board

for their review annually, and shall ensure that the Treasurer, and any other board member that so desires has access to speak to the same.

4. Business and Financial Planning

With respect to business and financially planning, the CEO shall not cause or allow budgeting for all of the part of a fiscal year that is not consistent with GAAP. The CEO further shall not:

4.1 – Allow USFA to operate without an annual budget approved by the Board of Directors and endorsed by the Treasurer, at any time. Clearly, this means a budget must be approved by the start of the fiscal year.

4.2 – Allow USFA to operate without an operational plan that demonstrates progress towards the USFA strategic plan, and the expected outcomes and objectives of the strategic plan.

4.3 – Shall not fail to present an operating plan alongside the budget no less than 14 days before the meeting at which the budget shall be approved for the forthcoming year.

4.4 – Shall not operate without informing the Board in writing, as soon as is reasonably possible of any material effect to the budget, or any material change that will affect the ability to deliver the operational plan for the year.

4.5 – Shall not fail to conduct an annual risk assessment in place.

4.6 – Shall not allow USFA to operate without appropriate insurance in place similar in nature to other NGBs, including but not limited to SAM insurance, General Liability, Sport Accident, Property, Media and D&O insurance.

4.7 – Shall not operate without adequate protection of USFA intellectual property, proprietary material or content or files.

4.8 – Shall not encumber or dispose of real estate (land or building)

5. Treatment of Staff, Volunteers and Contractors.

With respect to treatment of staff, contractors and volunteers, the CEO shall not cause or allow conditions, decisions or procedures which create a toxic culture or are unsafe, unfair, undignified or disrespectful. Therefore, the CEO shall not

5.1 – Operate in the absence of written HR hand book, policies and procedures.

5.2 – Prevent staff from raising issues to the Board when internal procedures have been exhausted.

5.3 – Discriminate or allow discrimination against a staff member, volunteer or any member at any time.

5.4 – Allow a staff member to operate outside of the agreed behavioral standards of the team, and shall remove the staff member in such a case.

The CEO shall:

5.5 – Ensure each staff member has a written review at least every 12 months.

5.6 – Ensure a culture of support is created within the staff team.

5.7 – Ensure that postings for full-time positions within USFA are posted publicly and made available to the membership of USA Fencing.

5.8 – Shall ensure that job descriptions are reviewed at least every 3 years to ensure they are accurate to the current position, and indeed are appropriately compensated at a similar or greater level than other similar NGBs.

5.9 – Shall ensure each individual has a professional development plan to benefit both USA Fencing and the individual's own career development pathway.

6. Treatment of Members and Stakeholders

The core of USA Fencing is its' athletes, members and clubs as ultimately a membership organization. Therefore, the CEO will be the lead role model of service and communication with all. Additionally, the CEO shall not cause any conditions for membership that is unsafe, unfair, disrespectful or undignified.

The CEO shall not, thus:

- 6.1 – Operate on any serious matter without a membership consultation process.
 - 6.2 – Restrict information from membership unless such information is mission-critically confidential.
 - 6.3 – Shall not fail to give a reasoned answer to a member, or stakeholder, even where there is disagreement.
 - 6.4 - Shall not fail to ensure that members are informed of their responsibilities and USA Fencing's expectations of their behavior, and further shall not fail to ensure that members who violate these expectations are held accountable to the fullest extent permitted by USA Fencing policies.
- The CEO shall:
- 6.5 – Ensure that a culture is created with membership service at it's heart.
 - 6.6 – Ensure that customer service is monitored on a full time and ongoing basis, and is a key measure of success of the organization.

7. Support and Board Communication

A mutually respectful and productive relationship between the Board and its' sole employee, the CEO, is essential. Therefore the CEO must ensure the Board is working with the most up to date and appropriate documentation available. Accordingly, the CEO Shall:

- 7.1 – Ensure a monthly operational update, including update on the Operational Plan, is provided to the Board in writing no later than the 10th of each month.
- 7.2 – Ensure that critical, controversial or impactful announcements are made available to the board prior to their dissemination to the membership.
- 7.3 – Not fail to provide the necessary administrative support for board or committee activities or for Board involvement in USA Fencing events.
- 7.4 – Shall ensure that the Board is made aware of an effective deputy when the CEO will be available for 2 days or more (for example for PTO or for illness).
- 7.5 – Shall ensure the Board is appraised of an accurate and full picture of membership and stakeholder views, as well as the consequences of choosing each option in any given debate or decision-making process – both for and against the motion.
- 7.6 – Shall inform the board, if in the CEO's opinion, the Board is not in compliance with its' own policies and procedures
- 7.7 – Shall ensure that senior staff are informed of the issues and processes of operation of USA Fencing.
- 7.8 – Shall ensure a proper and appropriate succession and transition plan is in place for both emergency and long-term unavailability of the CEO.

8. Public Image of USA Fencing

With respect to Public Image, the CEO shall not cause or allow uncontested operational conditions, procedures, opinions or decisions by Staff or volunteers that jeopardize the public image of USA Fencing or the sport of Fencing in the United States. Accordingly, the CEO Shall not.

- 8.1 – Permit the use of USA Fencing resources to participate in or express an opinion about political, social or economic issues unrelated to the sport of Fencing.

- 8.2 – Operate without appropriate communication and public relations operational procedures
- 8.3 – Present a position of USA Fencing contrary to policies.
- 8.4 – Authorize anyone other than the designated spokesperson on a given issue to give public comment.
- 8.5 – Allow any unauthorized use of the USA Fencing log.
- 8.6 – Substantially alter the brand identity of USA Fencing.
- 8.7 – Shall ensure that any corporate partnerships or sponsorships are not contrary to the principles, practices or ethics of the organization.