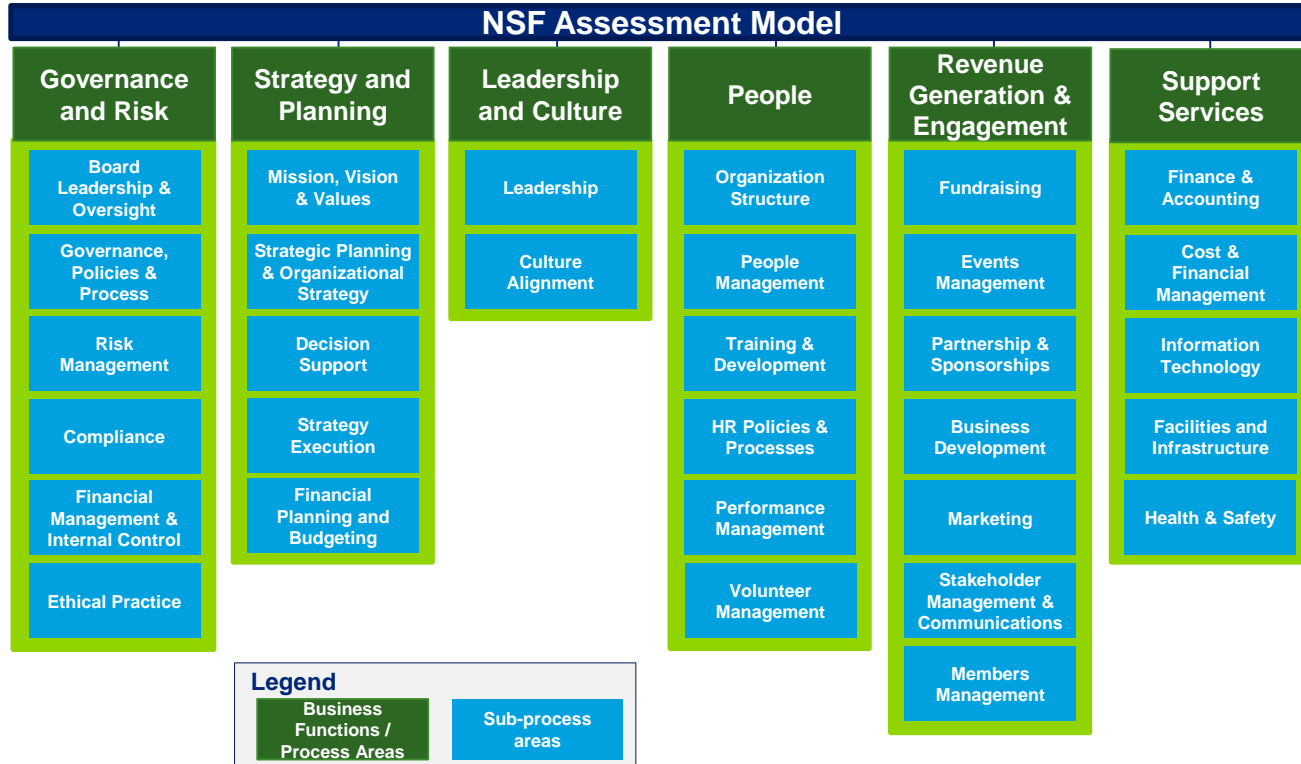




NSF ENHANCEMENT INITIATIVE ASSESSMENT TOOL

Assessment Model – Overview of Dimensions



Assessment Model – Governance & Risk: Board Leadership & Oversight



Board of Directors – Purpose & Role

- There is a Board with defined roles and responsibilities.
- The Board's involvement in providing leadership & oversight to the NSF's day-to-day operations is limited and informal

- The Board maintains an empowered, active and accountable committee structure
- The Board acts honestly, fairly and diligently in all respects, in accordance with applicable laws and policies, but is not involved in implementation of standards and framework
- The Board identifies the principal risks of NSF's business and ensures there are policies and processes in place to manage those risks; the Board does not monitor or ensure compliance
- The Board performs self-assessment on an ad hoc basis

- The Board conducts its mission and ensures benefits are delivered to its members
- The Board sets a strategic direction for the NSF through appropriate consultation with stakeholders
- The Board is accountable for implementing robust standards of conduct, core values and ethical framework
- The Board monitors financial and non-financial performance of the NSF
- The Board ensures NSF complies with all relevant laws, codes of conduct and appropriate standards of behavior (e.g. conflict of interest provision)
- The Board performs self-assessment of its performance

- The Board acts as guardians of NSF's mission and protects stakeholders' and members' interests by guiding and monitoring NSF's activities and performance
- The Board employs effective practices to establish the organization's strategic direction (e.g. purpose and priorities)
- The Board provides leadership and direction for NSF in establishing and maintaining high standards of corporate ethics, code of conduct and integrity
- The Board provides full disclosure and explanation of the NSF's financial and non-financial performance to support stakeholders' understanding of that information
- The Board continually make NSF and themselves responsible to conform to relevant laws, rules and regulations
- The Board performs self-assessment of its performance and initiates board development activities
- The Board enhances NSF's public image

Strategic Plan & Budget, Mission, Vision & Values

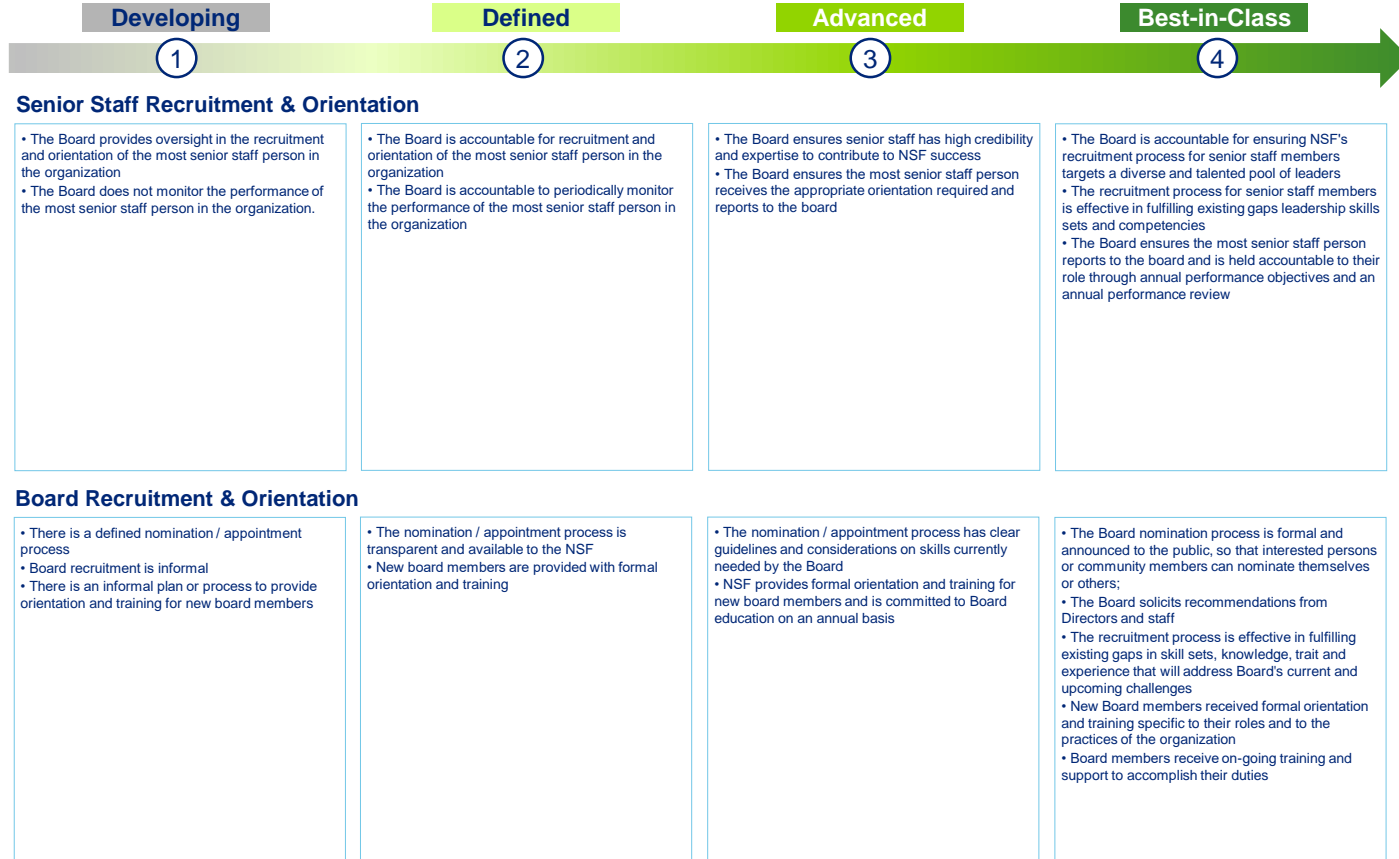
- There is limited or no guidance from the Board (or Governance Committee) on the strategic plan and financial budget
- The Board approves NSF's mission statement but has limited involvement in revisiting and re-assessing NSF's mission statement for its continuing relevance.

- The Board ensures a strategic plan and financial budget is in place.
- Outcomes are not monitored by the Board
- Review of the mission statement by the Board is performed on an ad hoc basis, but there is no formal process in place to ensure NSF's mission statement continuing relevance.

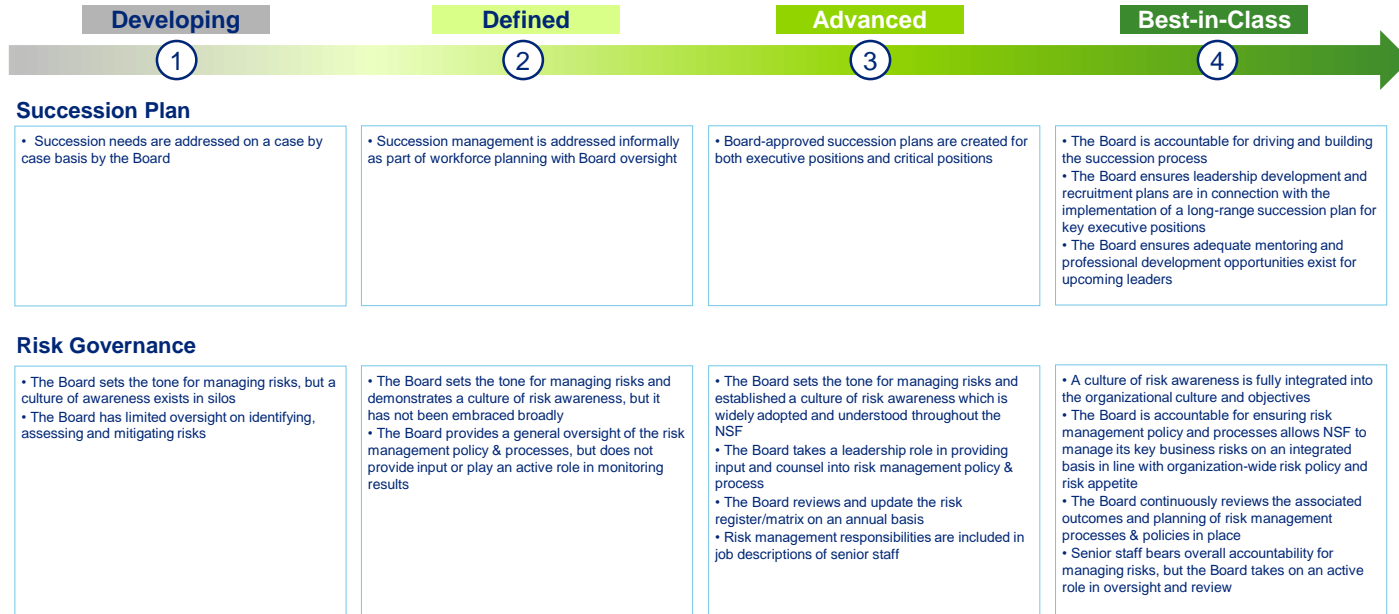
- The Board is responsible for approving and monitoring the strategic plan and financial budget to ensure progress against plan is on-track and objectives are met (SFAF V A1.1)
- The Board monitors NSF's performance against KPIs on an annual basis, and reviews targets at fixed intervals (SFAF V A1.1)
- The Board is accountable for re-visiting and re-assessing NSF's mission statement for its continuing relevance on an annual basis

- The Board establishes desired outcomes, goals and measures to support the strategic plan
- The Board is also responsible for approving, monitoring and evaluating the strategic plan and financial budget for its alignment with the NSF mission, business plans and key performance indicators
- The Board is accountable for ensuring deliverables outlined in the Strategic Plan are achieved
- The Board monitors NSF performance against KPIs on an on-going basis
- The Board uses KPI performance information to inform decision-making in relation to strategic and operational plans and targets
- The Board is accountable for promoting and implementing NSF's mission, vision and values
- The organization embraces and embodies the mission, vision & values in day-to-day operations

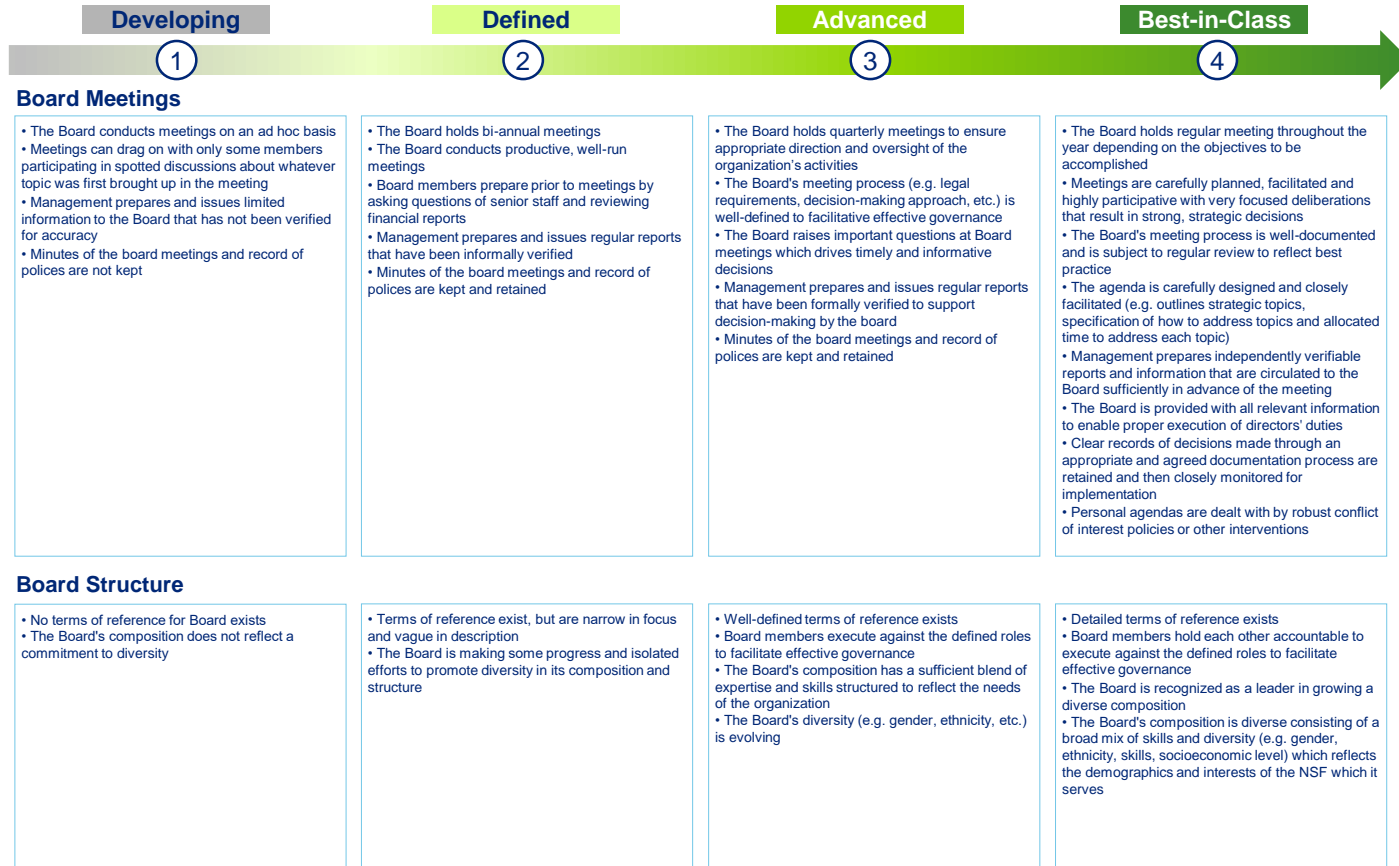
Assessment Model – Governance & Risk: Board Leadership & Oversight



Assessment Model – Governance & Risk: Board Leadership & Oversight



Assessment Model – Governance & Risk: Governance, Policies & Processes



Assessment Model – Governance & Risk: Governance, Policies & Processes



Board Self-Evaluation Process

• The Board does not have a process to review its performance

• The Board performs self-assessment on an ad hoc basis

• The Board has a process to review its performance as a whole

• The Board has a process to review its performance of individual directors and the board as a whole against its mandate
 • Self-evaluation assessment considers the effectiveness of the Chair of the Board and the Chair of each committee against their position descriptions and other performance indicators

Governance Process

• No formal governance process is in place
 • Lack of clarity in decision-making authority between the Board and the CEO
 • Roles & responsibilities between the Board and the CFO are not well-defined
 • Board is overly involved in operations creating significant overlap and duplication of efforts between staff, management and the Board
 • Governance processes are not clearly articulated and defined

• A defined division of roles and responsibilities between the Board and the CEO exists, but is not clearly-documented or set out in writing
 • The Board has a good working relationship with the CEO, although the effectiveness and cohesiveness of the relationship could be improved
 • Directors have intentions to focus on strategic governance, but are still involved in management and operational delivery
 • Directors disclose all existing conflicts of interests
 • Governance processes are defined, but not well-documented

• A clear division of roles and responsibilities between the Board and the CEO is set out in writing
 • The Board has a productive working relationship with the CEO
 • Directors are mainly focused on strategic governance, with minimal focus on management and operational delivery
 • Directors disclose all real, potential and perceived conflicts of interests through annual declarations of interest
 • A governance process is clearly defined with well-documented procedures

• A clear division of roles and responsibilities between the Board and the CEO is set out in writing, including detailed allocation of authorities and responsibilities between the Board and the CEO in all key areas of the business
 • The Board ensures that all Committees and sub-groups are relevant to the organization's strategic priorities and functioning with clear terms of reference and accountabilities.
 • The Board has a highly-effective and cohesive relationship with the CEO
 • Directors are solely focused on strategic governance, not on management and operational delivery
 • Directors avoid all real, potential and perceived conflicts of interests
 • The Board and CEO consistently execute against the defined and documented governance processes to facilitate effective governance

Assessment Model – Governance & Risk: Governance, Policies & Processes and Compliance



Policies

<ul style="list-style-type: none"> • There are some governance and sports policies (e.g. Canadian Policy Against Doping) in place. • Decentralized process exists to manage changes to policies and procedures. 	<ul style="list-style-type: none"> • NSF has formally endorsed key policies & principles in sport • Policies are documented but not standardized and readily available to members • Processes are in place to ensure members are familiar with and can adhere to established policies • Communication on changes in policies and procedures to members are not timely and consistent 	<ul style="list-style-type: none"> • NSF has established policies that support the organization and promote excellence in sport and excellence in management practice • Formal review of policies and procedures are performed on a regular basis and adherence is evaluated • Policies are well documented and readily available to members in an accessible location (e.g. internal websites) • Communication on changes in policies and procedures to members are consistent and standardized across the NSF 	<ul style="list-style-type: none"> • Policies are consistently integrated into day-to-day operations and are effective in increasing athletes and staff performance • Policies are formally reviewed and revised by the Board on an on-going basis and adherence is monitored • Comprehensive set of policies and procedures are standardized, documented and made available to all stakeholders. • Policies and procedures are regularly updated to incorporate best practices identified by the NSF and external benchmarks • A consistent approach is in place to effectively communicate and redeploy immediate changes in policies and procedures throughout the organization
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Compliance

<ul style="list-style-type: none"> • There are no formal strategy and/or procedures in place to ensure sustained compliance with existing policies • The Board has little oversight on ensuring compliance policies and processes exist • Reactive approach is the primary way to manage policies and procedures compliance. 	<ul style="list-style-type: none"> • Some processes are in place to monitor compliance with existing policies with limited Board awareness • Guidelines are in place to address inconsistencies and issues shall they arise. • NSF uses a combination of reactive and proactive approach to manage policies and procedures compliance. 	<ul style="list-style-type: none"> • A clearly defined process to ensure compliance with existing policies is in place and the Board is accountable for monitoring compliance • Organization adopts and embraces a preventative approach to manage policies and procedures compliance. 	<ul style="list-style-type: none"> • The Board is accountable for ensuring that NSF has in place a sustainable assurance and compliance infrastructure, which adopts a risk-based, top-down approach that reduces compliance costs and maximizes efficiencies • Policies and procedures are consistently integrated into day-to-day operations • Compliance metrics reporting is place to support proactive monitoring of exceptions • Reports are distributed to key stakeholders on a routine basis to provide transparency to compliance status. • Preventative mechanisms are in place to manage compliance policies and procedures.
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Assessment Model – Governance & Risk: Risk Management and Financial Management & Internal Control



Risk Management

- The organization does not have a risk management policy or strategy that allows it to manage its key business risks
- A risk awareness culture does not exist
- Risks are not documented in a risk register/risk matrix.
- Risks are not formally or regularly reviewed.
- Risk management program and evaluation does not currently exist
- The risk monitoring process does not provide for on-going reporting on the levels of assurance

- The organization informally adopts a risk management policy or strategy; however, risk policy or strategy is not well- documented
- Key risks are documented in a risk register/risk matrix, information about each risk is somewhat documented
- Risk register/matrix is reviewed and updated as considered necessary by risk owners.
- Risk management tools are used to monitor risks.
- The risk monitoring process provides for periodic reporting on the levels of assurance
- Risk related items are brought to the attention of the Board on an as-needed basis

- The organization has a well-defined and well-documented risk management policy or strategy with supporting processes that allows it to manage its key business risks
- A strong risk awareness culture is shared collectively throughout the NSF and is effective at mitigating opportunities for unfavorable events to occur that impact an NSF's ability to meet its objectives.
- All identified risks are documented in a risk register/risk matrix, information about each risk is mostly documented
- The content of the risk register/matrix is reviewed and updated when necessary to ensure it reflects developments in the external environment.
- Risk management tools are used to anticipate, monitor, and manage risks.
- The risk monitoring process provides for reporting on the levels of assurance, as and when changes to the risk register occur
- Risk management responsibilities are included in job descriptions

- The organization has a well-communicated, well-defined and well-documented risk management policy or strategy with supporting processes
- There is a strong "tone at the top"; management's risk awareness attitude and culture disseminates throughout the NSF
- All identified risks are documented in a risk register/risk matrix, information about each risk is documented in detail
- The content of the risk register/matrix is reviewed and updated regularly to ensure it reflects developments in the external environment and links to organizational objectives
- Risk management tools are used to anticipate, monitor, manage and provide a consolidated view of risks.
- Risk management program is consistently reviewed and evaluated for effectiveness
- The risk monitoring process provides for on-going reporting on the levels of assurance
- Risk management metrics included in employee performance reviews

Internal Control

- Internal controls are not documented and put in place
- Processes and procedures are not put in place to ensure internal controls are effective
- Control mechanisms are not integrated into the processes and mostly performed manually.

- Internal controls are in place and some what documented
- Processes and procedures are put in place, but evidence of their effectiveness are not well documented
- Some control mechanisms are built in current processes and procedures

- Internal controls are identified and implemented
- Internal controls processes and procedures are fully documented and implemented
- Evidence of controls effectiveness exists
- The majority of control mechanisms are built into the processes

- Internal controls processes and procedures incorporate emerging trends and external best practices.
- The effectiveness of the internal controls is benchmarked periodically against external best practice.
- All main control mechanisms are fully integrated into all processes and procedures

Assessment Model – Governance & Risk: Risk Management and Financial Management & Internal Control



Financial Accountability

- Board and management are aware of the importance of financial accountability and sound financial management
- NSF has not developed and implemented formal goals regarding implementation of sound financial accountability practices
- The Board does not have the financial expertise and experience to provide meaningful and effective financial management oversight
- The Board does not have contingency plans to help improve NSF's financial sustainability

- Board and management have begun to develop and/or endorse goals and initiatives to improve NSF's financial accountability and viability
- The Board reviews the organization's financial statements on an annual basis, but does not always take action to challenge the finances and ask probing questions
- The NSF has an equivalent Finance and/or Audit Committee
- The Board has begun to think about contingency plans to help improve NSF's financial sustainability

- A strong financial accountability policy & framework are in place
- The Board ensures that financial reporting provides sufficient financial information, and that the finances are aligned with the strategic plan.
- The Board regularly reviews the organization's financial position and takes action as necessary
- The NSF has a Board appointed Finance and/or Audit Committee
- The Board establishes contingency plans that broaden the financial base of the NSF by securing other sources of revenue and reducing its dependence on public funds.

- Board and management recognize company's position as a leader in establishing sound financial accountability practices
- The Board see themselves as being responsible to stakeholders who have a direct or indirect interest to the financial performance of the NSF
- The Board ensures financial reporting provides the highest level of transparency to stakeholders and is prepared in accordance with the appropriate accounting standards (e.g. GAAP)
- The Board consistently challenges areas of concern and provides effective financial management to enable the attainment of NSF's mission, values and strategic plan.
- The NSF has a Board appointed Finance and/or Audit Committee as well as an all-around financially literate board
- The Board approved contingency plans minimizes NSF's reliance on public funds; the NSF is highly financially sustainable

Fundraising (Board)

- Board members roles & responsibilities in fundraising are not defined
- Fundraising targets for Board members are not defined
- Board oversight of fundraising plan and activities is limited
- Board members' role in fundraising is limited to personal donations to the NSF
- Board members receive limited fundraising training and/or assistance.

- Board members roles & responsibilities in fundraising are defined, but not formalized
- Fundraising targets for Board members are often met, but are not clearly tracked or monitored
- Board provides oversight of fundraising plan and activities on an ad hoc basis; there is a process in place to ensure Board oversight, but the process is not formalized or well-defined
- Board members' role in fundraising involves raising money and making personal donations to the NSF
- Board members receive some fundraising training and/or assistance.

- Board members roles & responsibilities in fundraising are clearly defined and documented
- Fundraising targets for Board members are consistently met, tracked and monitored
- The Board reviews and approves the fundraising plan
- The Board monitors the fundraising plan to ensure progress against plan is on-track and objectives are met
- Board members are actively engaged in raising money and play a supporting role in promoting fundraising events
- Board members receive formal fundraising training and/or assistance on an annual basis

- Board members hold each other accountable for executing against the defined roles & responsibilities in fundraising
- Fundraising targets for Board members are challenging and are consistently exceeded
- The Board provides leadership direction and input to the fundraising plan
- The Board is accountable for ensuring fundraising targets are achieved and short and long-term funding needs are met
- Board members' involvement in fundraising extends beyond raising money; Board members play an integral role in ensuring fundraising success by identifying key donors/prospects, promoting the NSF and making a persuasive case for fundraising.
- Board members receive on-going fundraising training and/or assistance.

Assessment Model – Governance & Risk: Ethical Practice



Ethical Practice

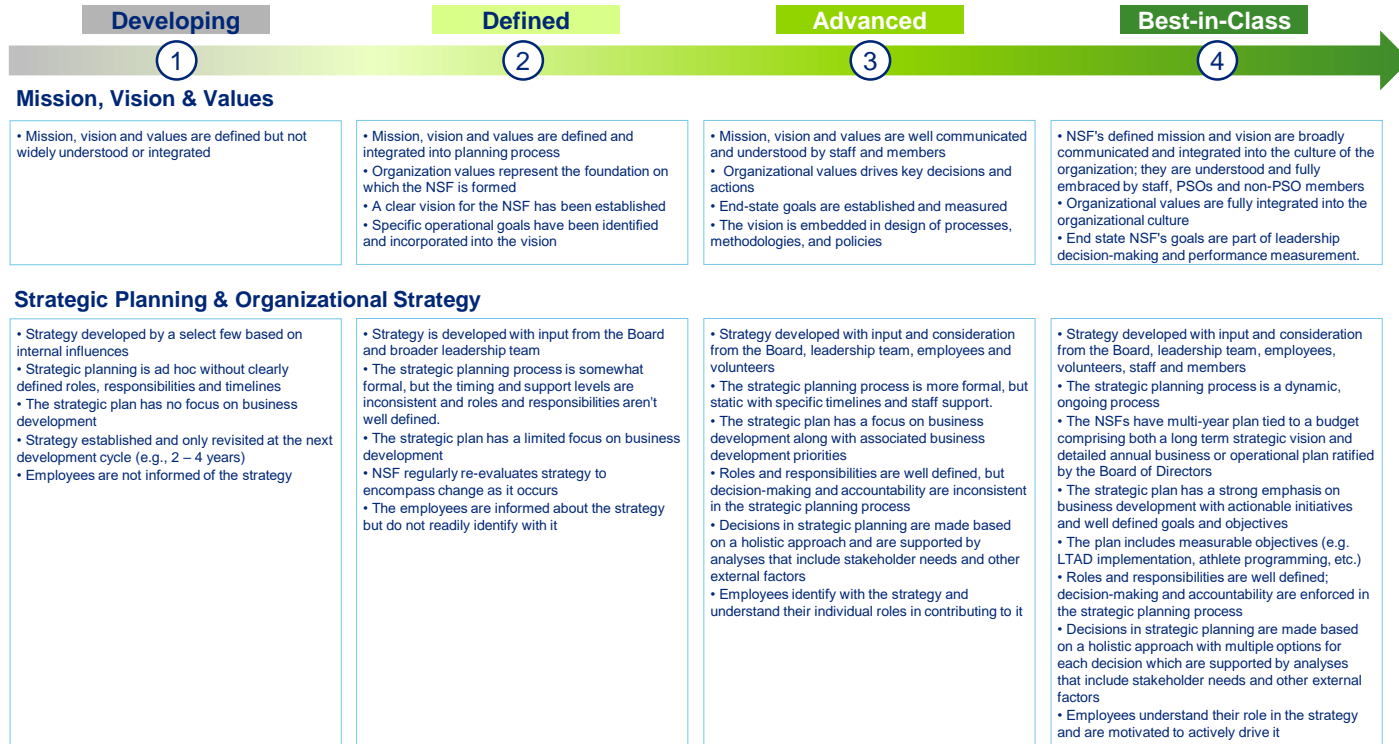
- Ethics, principles and codes which promote ethical and responsible decision making and conduct for business operations staff and registered participants (e.g. athletes, coach) are limited and informal
- Minimal time and effort spent encouraging members ethics programs and training

- NSF has a defined code of ethics/conduct which promote ethical and responsible decision making and conduct for business operations staff and registered participants
- Required basic training for all new and existing staff and registered participants on ethics
- Minimal communication from leadership on importance of ethics

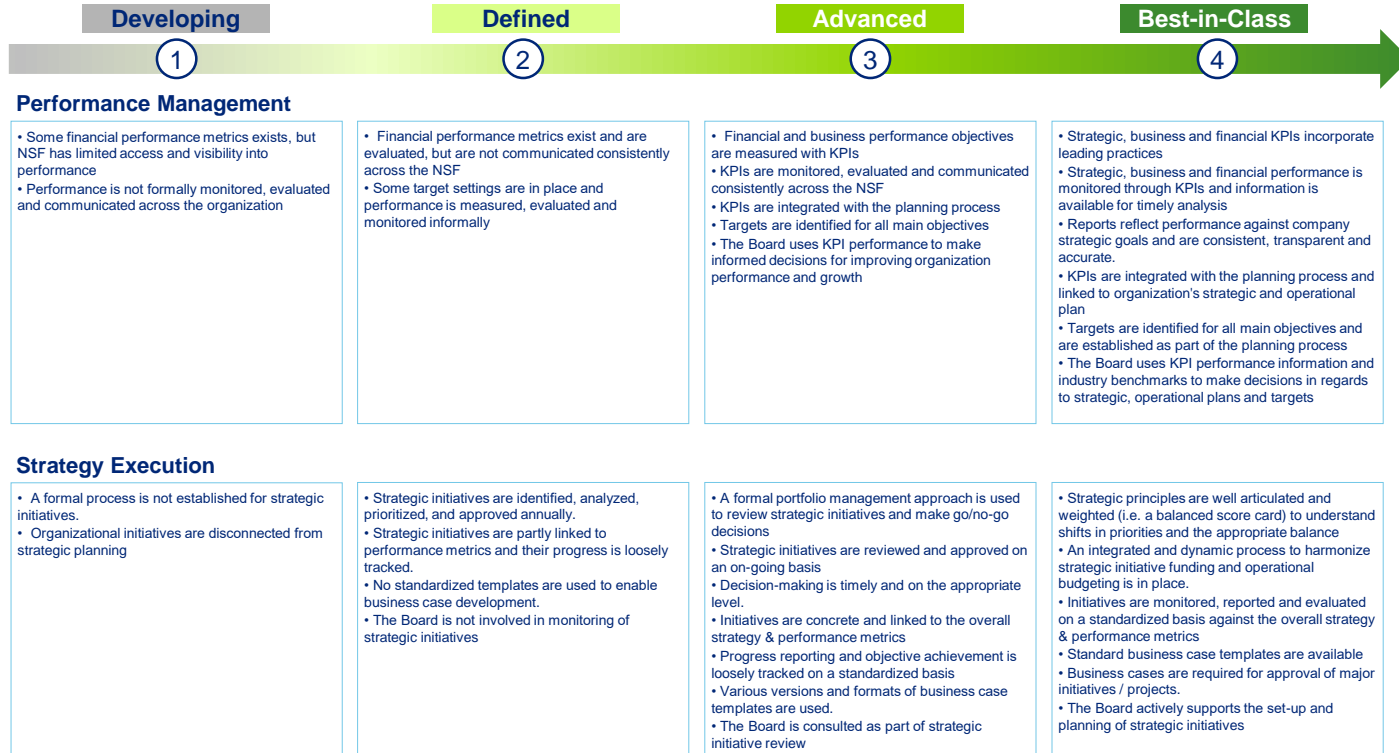
- NSF adopts the highest code of ethics/conduct; business operations staff and registered participants fully understand their responsibilities and accountability in conducting proper behavior at all times
- Processes are in place to evaluate business operations staff and registered participants adherence to defined code of ethics/conduct
- Business operations staff and registered participants conduct themselves in accordance with defined code of ethics/conduct at all times and have appropriate channels available to raise concerns
- Regular communications and reinforcement of ethics by leadership
- Ethics is a main component of business operations staff and registered participants training and communications

- An ethical framework is created through a consultative process; stakeholders provide input and develop a shared position on a framework that guides their behavior, beliefs, values and principles
- Ethics, principles and internal codes of conduct are updated and regularly reviewed to ensure alignment with the ethical framework
- Processes to evaluate and monitor adherence and accountability are well established and enforced
- NSF and its business operations staff and registered participants embody a culture and public image which upholds highest ethical standards and integrity
- Communication on standards and accountabilities is an on-going process and remain a priority focus for its members
- Robust mandatory ethics training program enables members, leaders and the Board to deepen their skills in ethical decision making and leadership
- The Leadership team exemplifies and reinforces the importance of upholding ethical values and practices

Assessment Model – Strategy & Planning: Mission, Vision & Values, Strategic Planning & Organizational Strategy



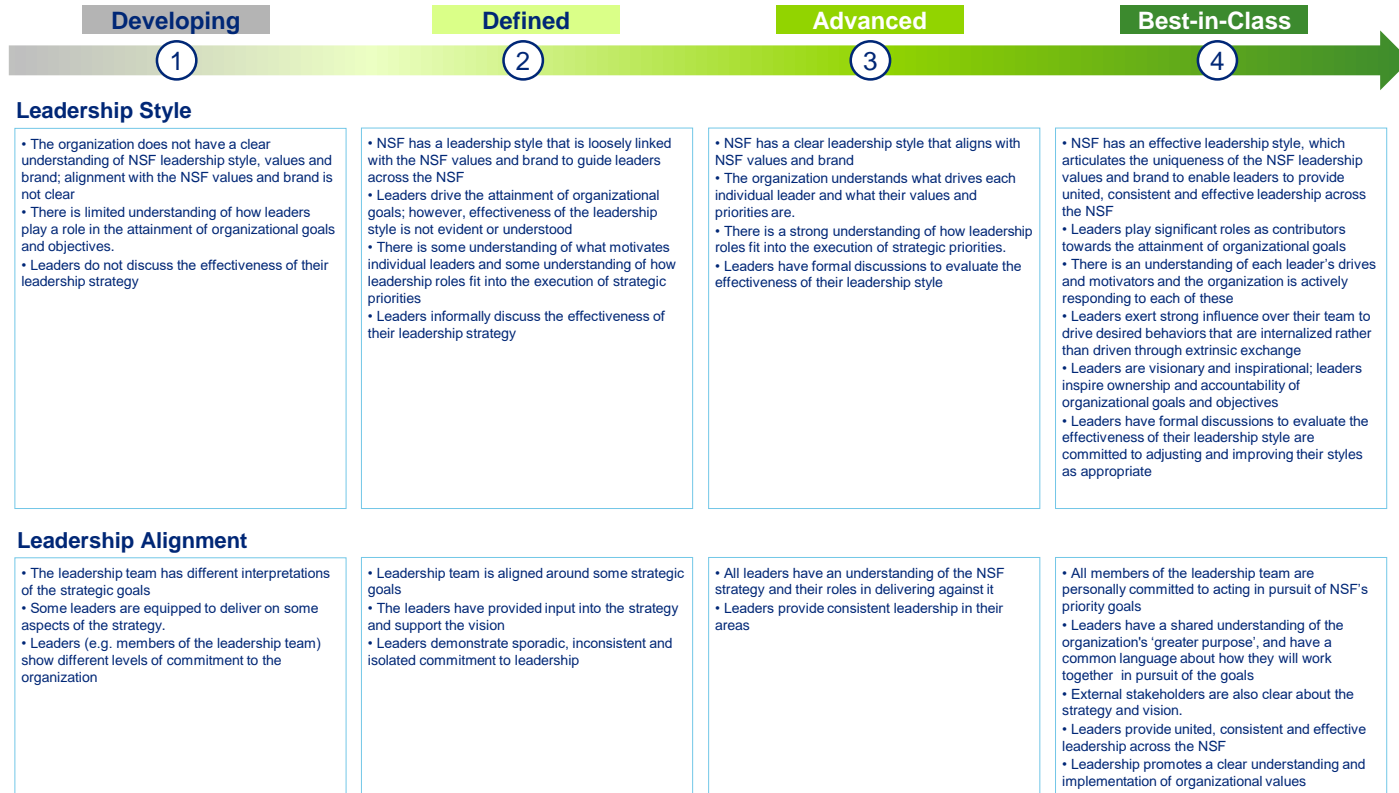
Assessment Model – Strategy & Planning: Decision Support, Strategy Execution



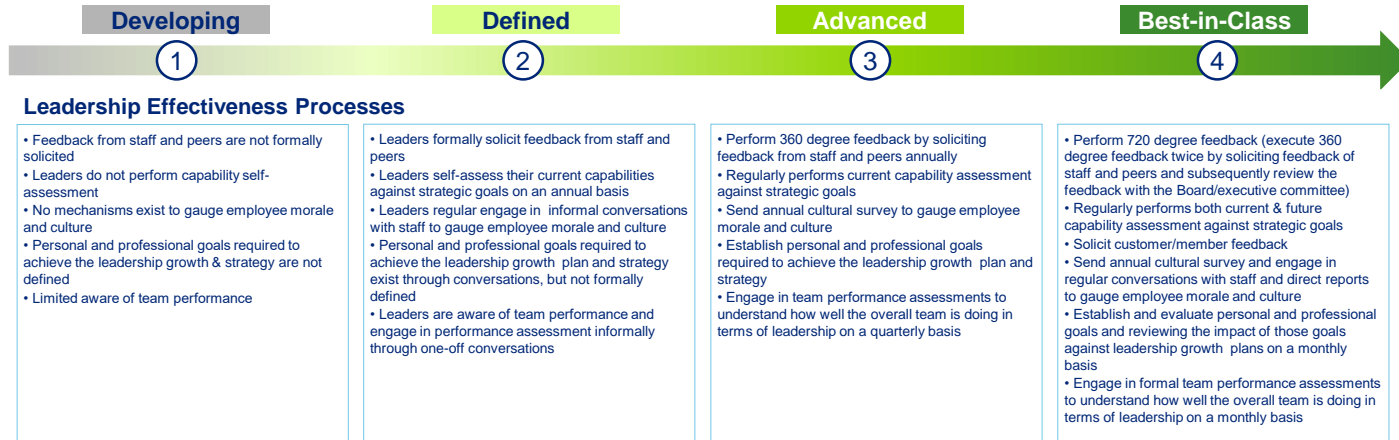
Assessment Model – Strategy & Planning: Financial Planning & Budgeting



Assessment Model – Leadership & Culture: Leadership



Assessment Model – Leadership & Culture: Leadership



Leadership Effectiveness Processes

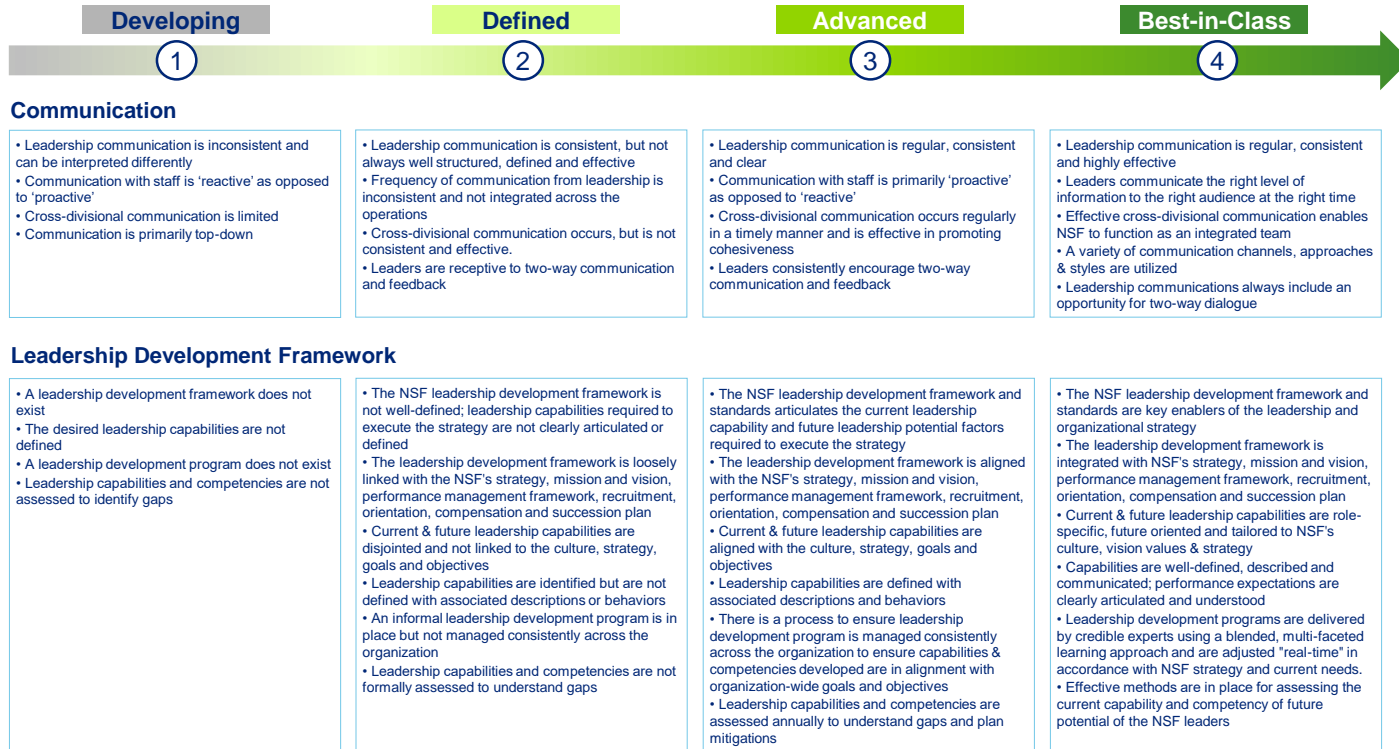
- Feedback from staff and peers are not formally solicited
- Leaders do not perform capability self-assessment
- No mechanisms exist to gauge employee morale and culture
- Personal and professional goals required to achieve the leadership growth & strategy are not defined
- Limited aware of team performance

- Leaders formally solicit feedback from staff and peers
- Leaders self-assess their current capabilities against strategic goals on an annual basis
- Leaders regular engage in informal conversations with staff to gauge employee morale and culture
- Personal and professional goals required to achieve the leadership growth plan and strategy exist through conversations, but not formally defined
- Leaders are aware of team performance and engage in performance assessment informally through one-off conversations

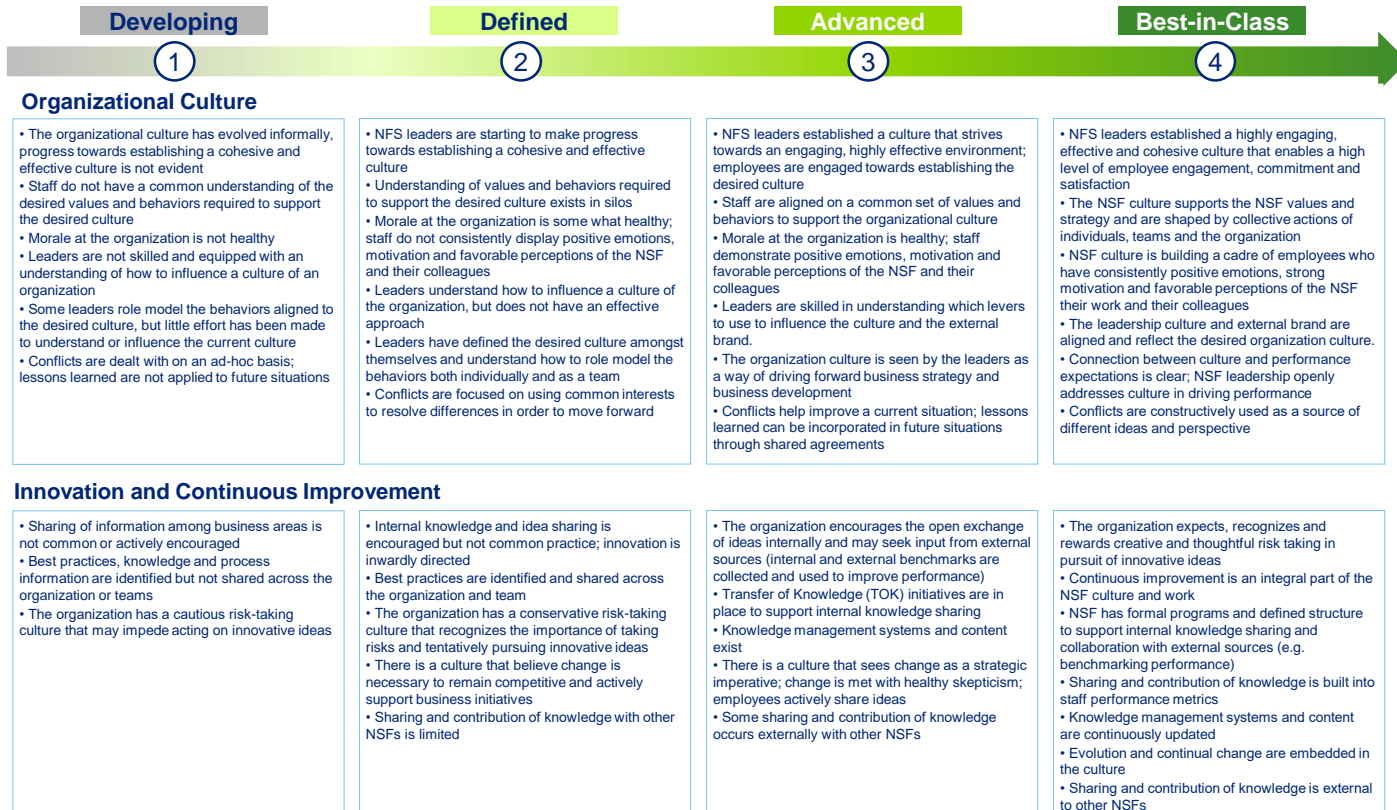
- Perform 360 degree feedback by soliciting feedback from staff and peers annually
- Regularly performs current capability assessment against strategic goals
- Send annual cultural survey to gauge employee morale and culture
- Establish personal and professional goals required to achieve the leadership growth plan and strategy
- Engage in team performance assessments to understand how well the overall team is doing in terms of leadership on a quarterly basis

- Perform 720 degree feedback (execute 360 degree feedback twice by soliciting feedback of staff and peers and subsequently review the feedback with the Board/executive committee)
- Regularly performs both current & future capability assessment against strategic goals
- Solicit customer/member feedback
- Send annual cultural survey and engage in regular conversations with staff and direct reports to gauge employee morale and culture
- Establish and evaluate personal and professional goals and reviewing the impact of those goals against leadership growth plans on a monthly basis
- Engage in formal team performance assessments to understand how well the overall team is doing in terms of leadership on a monthly basis

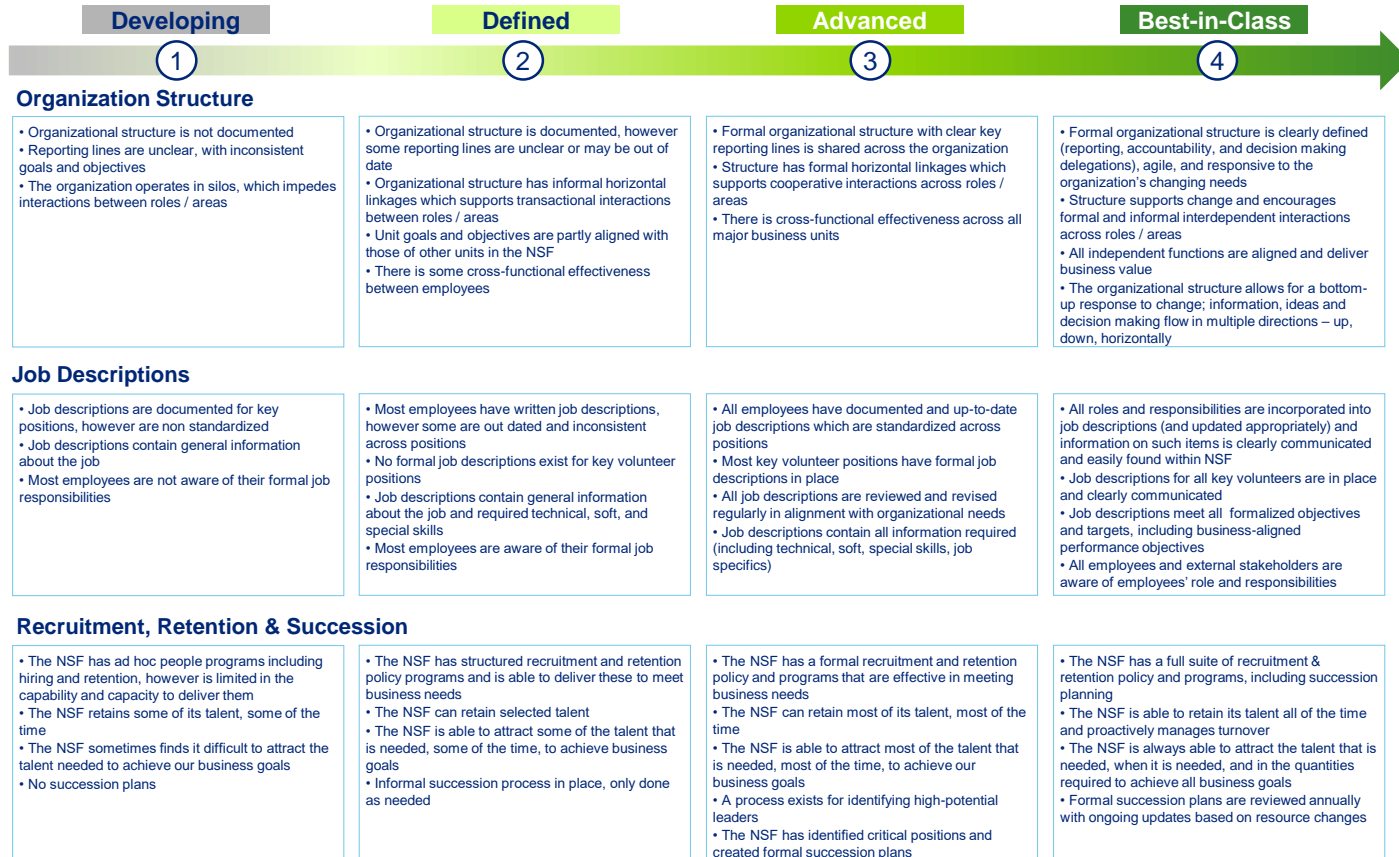
Assessment Model – Leadership & Culture: Leadership



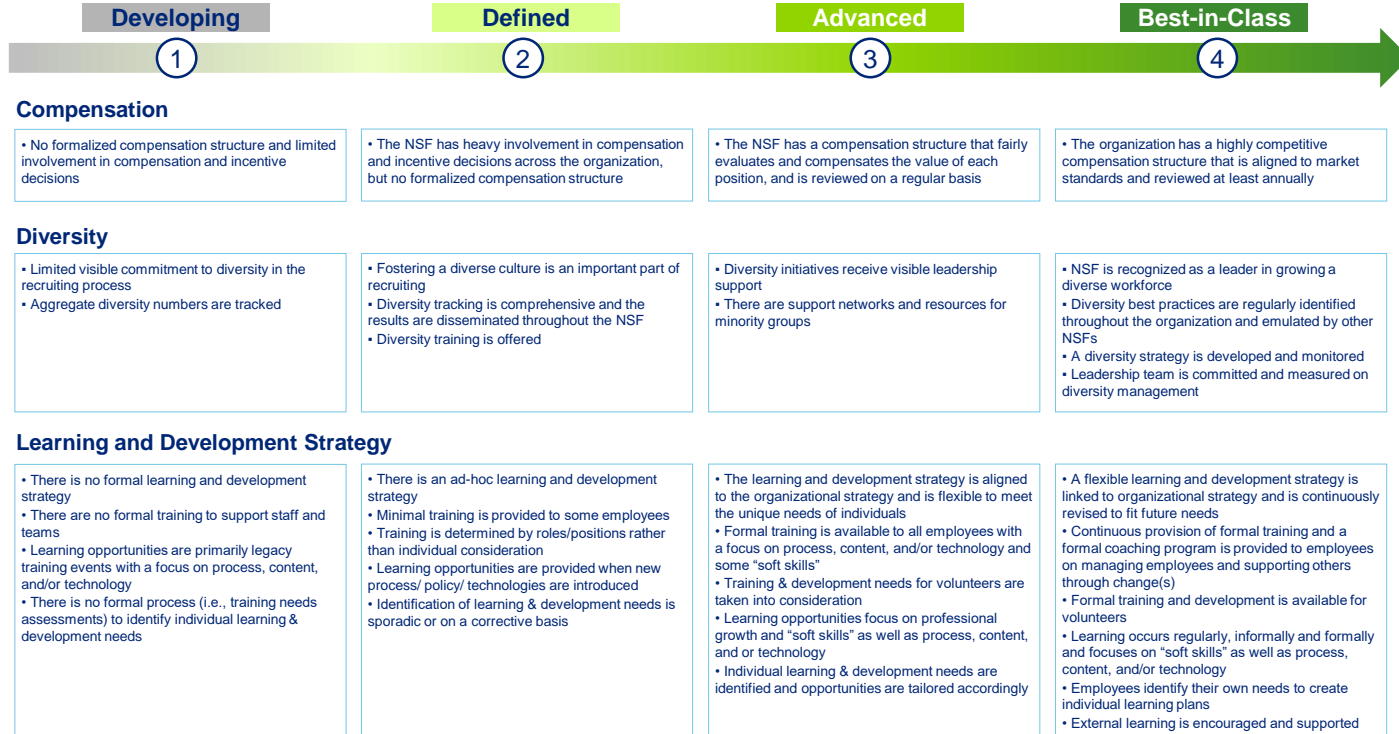
Assessment Model – Leadership & Culture: Culture



Assessment Model – People: Organization Structure, People Management



Assessment Model – People: People Management, Training & Development



Assessment Model – People: HR Policies & Processes, Performance Management



HR Management Policies & Process

- NSF does not do any human resources planning
- HR management policies are limited in existence and not documented consistently
- HR management policies are not reviewed or revised in alignment with minimum legislative requirements
- No coordinated approach to enabling delivery of HR processes through policy, governance, reporting and supporting technology

- NSF does some human resources planning
- The NSF has written HR management policies that comply, at minimum, with employment, health and safety and other applicable legislation
- HR policies are reviewed irregularly and revised only to meet changes in legislation
- Basic supports are in place to enable delivery of HR processes, but there is a lack in consistency and advanced capabilities

- NSF has a human resources plan in place and does a regular audit of its staffing needs
- NSF has written HR management policies that cover all key areas of HR and meet all legislative requirements
- HR management policies are reviewed annually and revised, if necessary
- The NSF has an approach to HR processes, however, adjustment are not consistent with NSF's HR organizational changes

- The organization has written HR management policies in all areas of HR and are considered best of class
- HR management policies are reviewed and revised regularly in alignment with leading practices and HR trends (e.g. work-from-home policy)
- The NSF takes a proactive approach to continuously improve HR processes through the adoption of leading practices

Performance Management

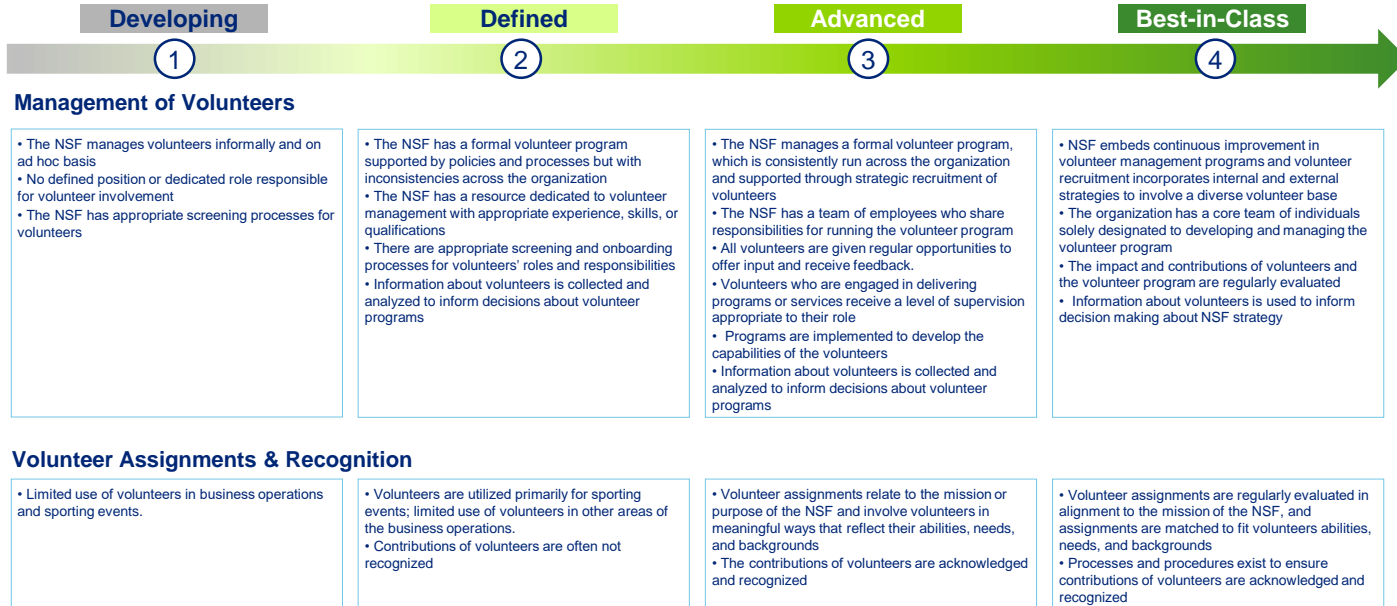
- Performance management is loosely linked with business strategy
- No standard performance criteria are available
- Employees do not have a personal performance plan with defined objectives and goals
- No formal staff performance measurement evaluations or communication about performance management process and evaluation criteria

- There are informal performance evaluations
- Feedback is given on a case to case basis and is tracked by direct supervisor
- Employees are encouraged to create a personal performance plan with defined objectives and goals
- There is some communication about the performance management process and evaluation criteria
- Performance evaluation is completed in paper form

- There is a formal performance measurement process with standardized evaluations which identify and track high performers and under-performers.
- All employees have a personal performance plan with defined objectives and goals
- Individual goals link to corporate goals, but are not formally cascaded
- Performance management is based on job description requirements and some key business competencies. A clear criterion for advancement exists
- There is regular and consistent communication about the performance management process and evaluation criteria
- Performance is assessed via an online system
- NSF managers and employees feel accountable for their performance

- A performance management strategy is developed yearly, and it is fully integrated with all HR Programs and tied to individual and corporate performance
- All employees have a personal plan or performance objectives that identify their tasks / activities and the expected results
- Work plans and performance objectives are evaluated at least annually
- The process is centrally managed, supported by technology, and includes employee self-assessment. Employees link individual goals with business objectives, development needs, and learning objectives
- Mechanisms are in place for information on performance requirements of competencies and performance tracking
- Talented individuals are identified and proactively guided through developmental roles and programs
- NSF staff feel accountable for their contribution to the business objectives

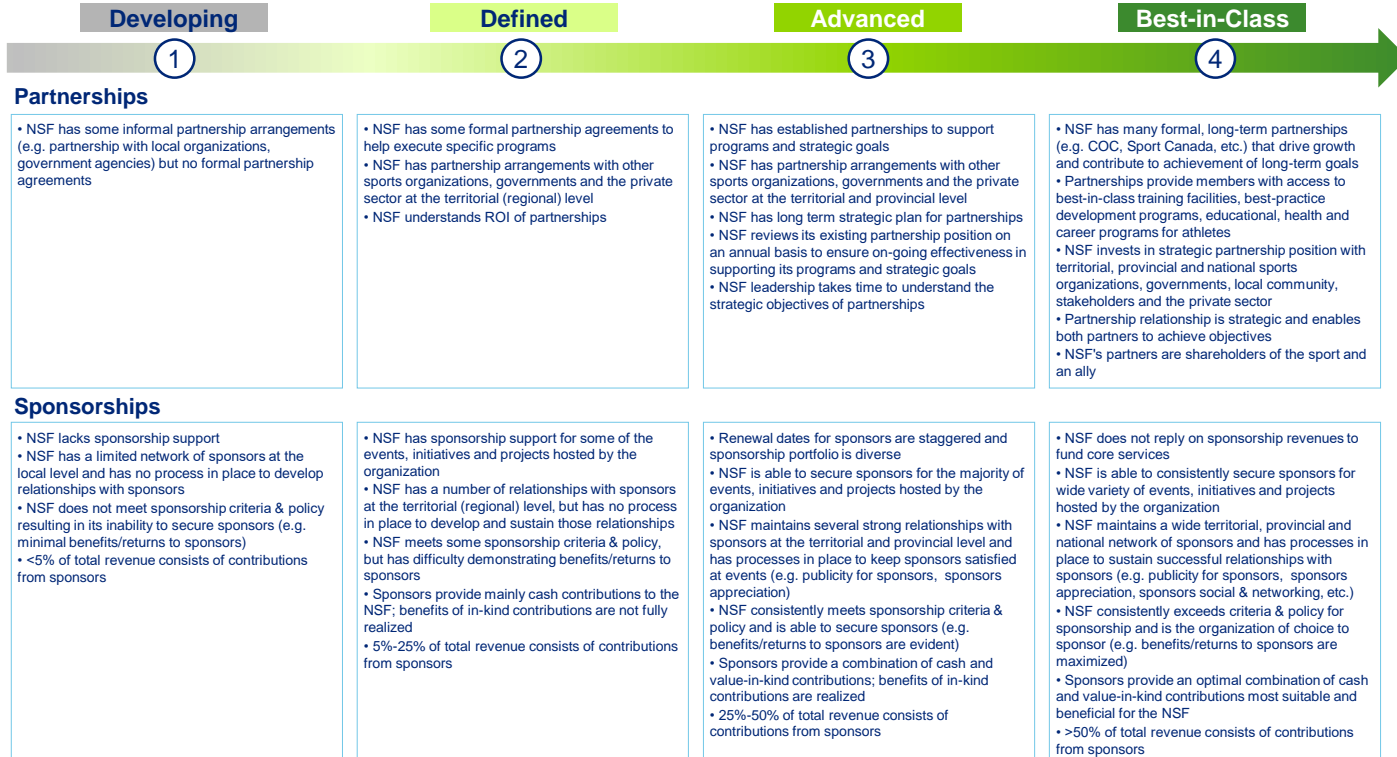
Assessment Model – People: Volunteer Management



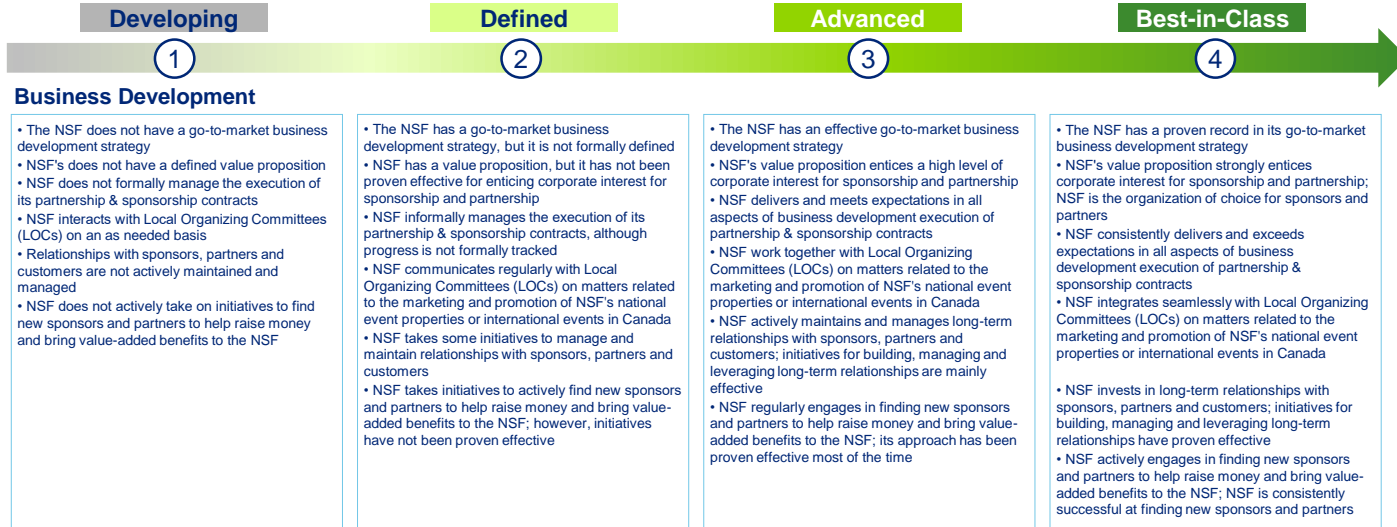
Assessment Model – Revenue Generation & Engagement: Fundraising & Event Management



Assessment Model – Revenue Generation & Engagement: Partnerships & Sponsorships



Assessment Model – Revenue Generation & Engagement: Business Development



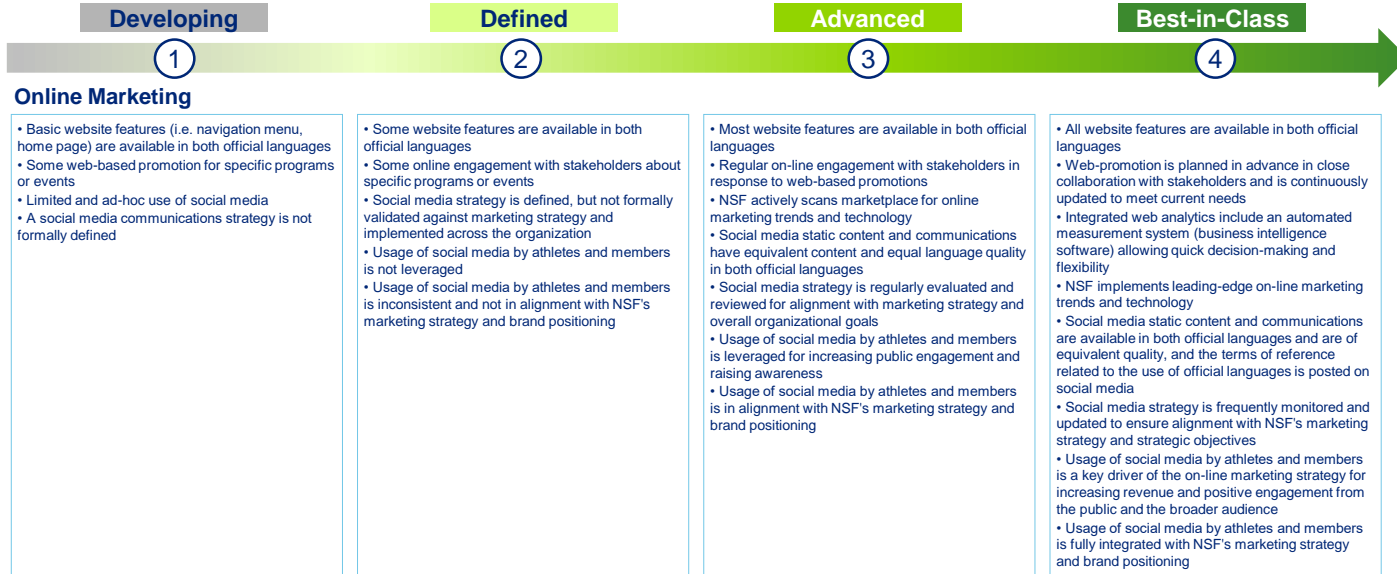
Assessment Model – Revenue Generation & Engagement: Marketing



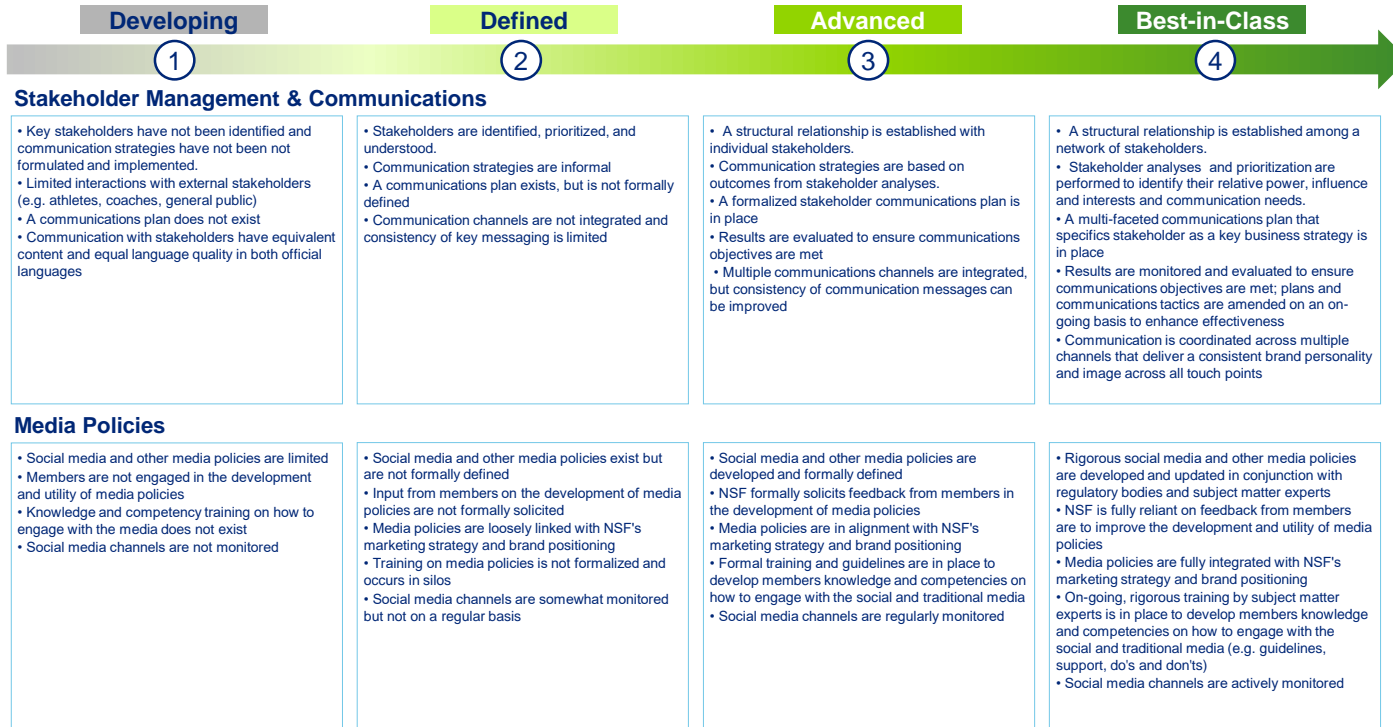
Assessment Model – Revenue Generation & Engagement: Marketing



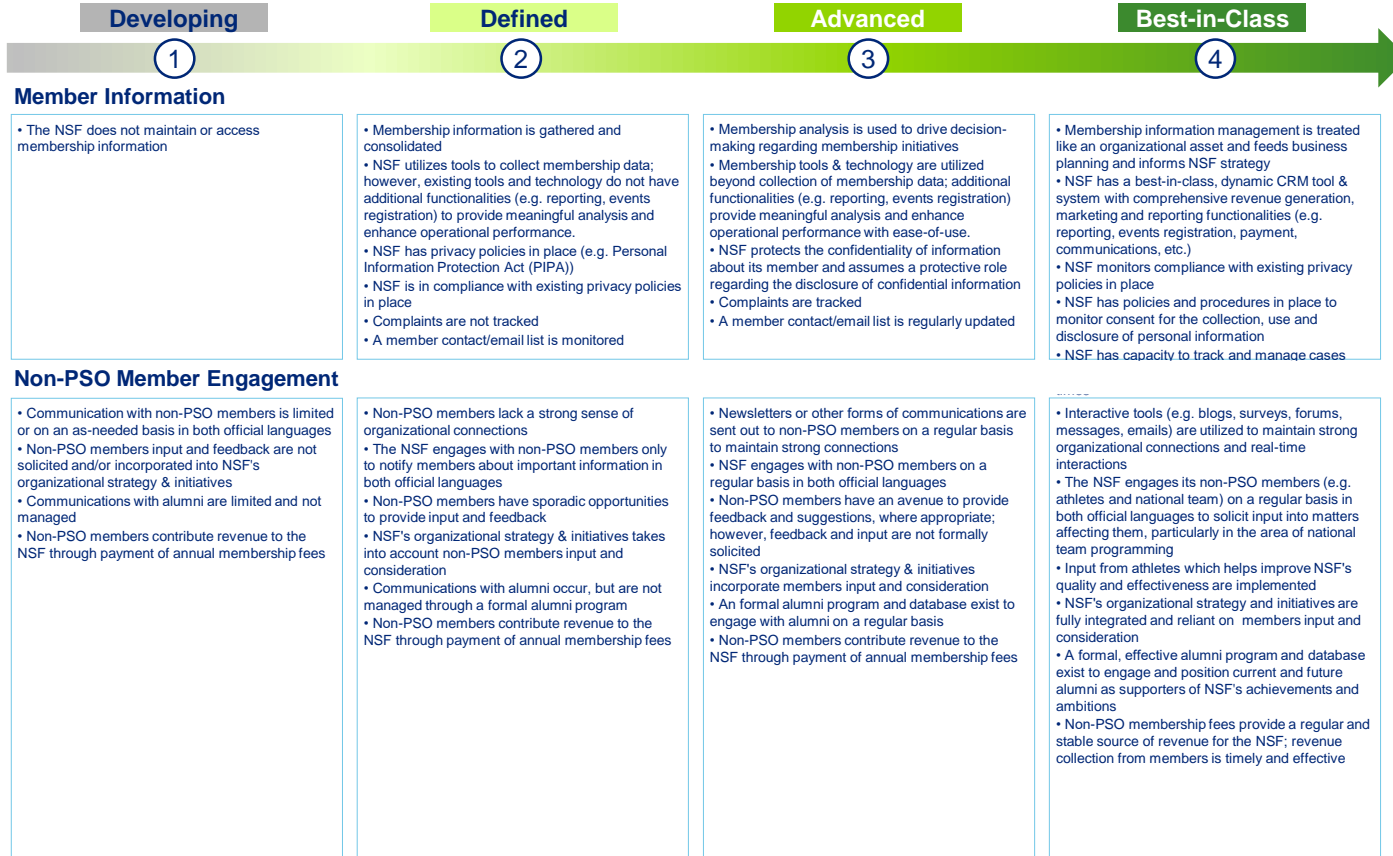
Assessment Model – Revenue Generation & Engagement: Marketing



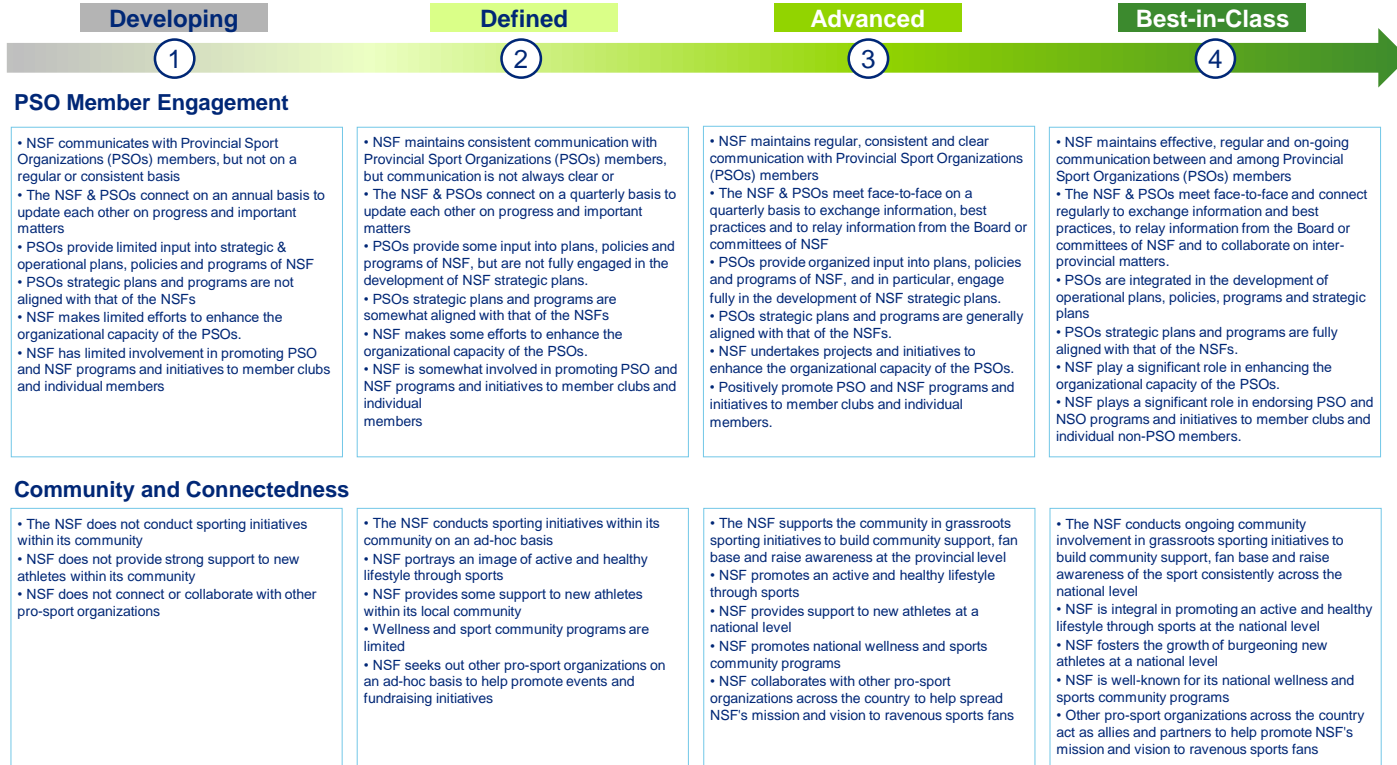
Assessment Model – Revenue Generation & Engagement: Stakeholder Management & Communications



Assessment Model – Revenue Generation & Engagement: Members Management



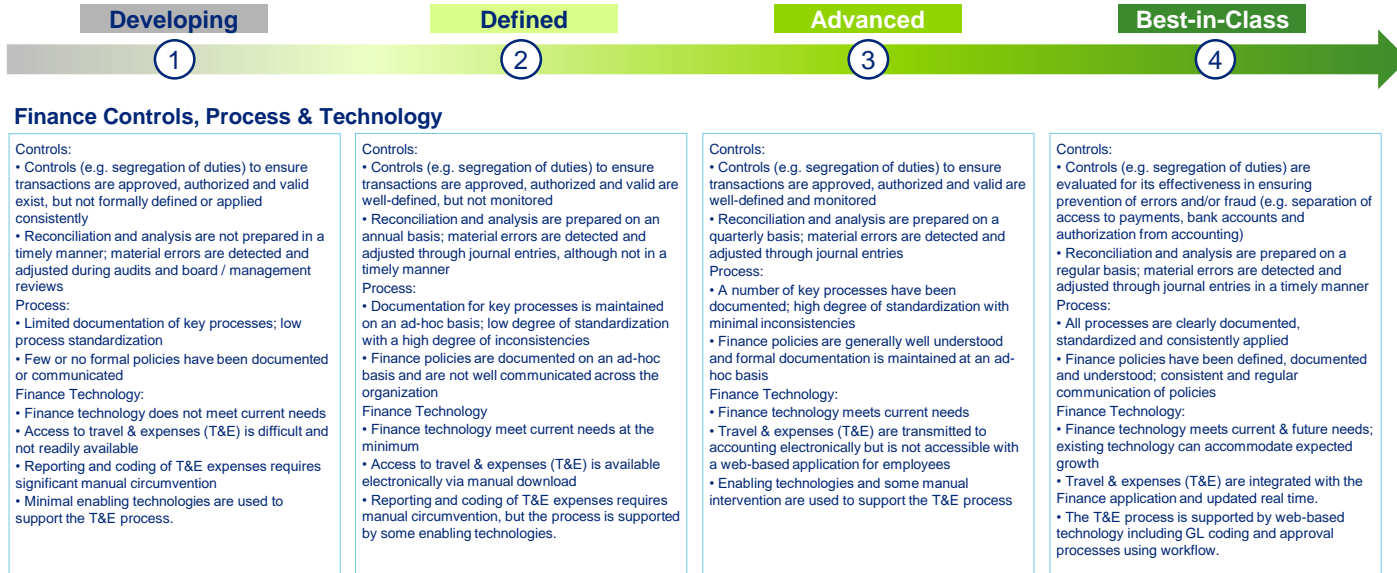
Assessment Model – Revenue Generation & Engagement: Members Management



Assessment Model – Support Services: Finance & Accounting



Assessment Model – Support Services: Finance & Accounting



Assessment Model – Support Services: Cost & Financial Management, Information Technology



Assessment Model – Support Services: Facilities & Infrastructure, Health & Safety

