

ADMINISTRATION



9/18/2016
11/18/2016
1/18/2017
3/18/2017
5/18/2017
7/18/2017
9/18/2017

Executive Summary 9,6

Vision/Mission Statement and Goals..... 11

A. Vision Statement..... 11

B. Goals and Objectives..... 11

C. Keys to Success..... 11

Company Summary..... 11

A. Company Background..... 11

B. Resources, Facilities and Equipment..... 11

C. Management and Organization..... 11

D. Ownership Structure..... 11

E. Marketing, Sales and/or Services..... 11

F. Internal Analysis..... 11

G. External Analysis..... 11

H. Assessment..... 11

I. Alternatives..... 11

J. Recommendation..... 11



CHAPTER 3 - ADMINISTRATION

1. FINANCES

- 1.1. As per [A-PS-110-001/AG-002](#), unless stated otherwise, the CAF Sports Program shall be conducted using Public Funds, including the CAF Sports Championships (Regional and National) program.

2. EVENT REQUEST

- 2.1. As per Treasury Board policies and ADM-Fin CS directive, all travel and event funded through Public Funds, must receive the appropriate level of approval prior to its conduct.
- 2.2. These events are, but not limited to CAF Regional Sports Championships, CAF National Sports Championships, and Regional Development Camps (RDC).
- 2.3. The CAF Sports office is responsible to submit a bulk Travel, Hospitality, Conference and Event Expenditure (THCEE) Event Request including all CAF Regional Championships during said fiscal year (FY) for their approval, for any event which its estimated cost is above \$25K. Regional Championships under \$25k must be submitted by the host base to the Base Commander for approval, while RDC must be submitted to the CAFSO for approval.
- 2.4. For proper administration and submission of the THCEE, RSMgr are required to submit their Regional championship calendar to the CAFSO upon request.
- 2.5. Following the submission of the bulk THCEE Event Request, any additional events will need to be submitted individually, by the local authority Mgr, FS(&R).
- 2.6. RSMgrs will be required to provide the following information:
 - a. Event (Sport);
 - b. Host Base/Location;
 - c. Dates (including travel);
 - d. Participating Bases;
 - e. Numbers of participants per team;
 - f. Number of Officials, JOA, Trainers, etc. (NPF and military);
 - g. Number of Officials, JOA, Trainers, etc. (civilian);
 - h. Civilian officials fee (per day);
 - i. Facility rental fee (per day);
 - j. Quarters or Hotel fee (per day);
 - k. Number of people per room;
 - l. Rations fee (per day); and
 - m. Other expenses not listed above.
- 2.7. Upon obtaining the necessary approvals, the CAFSO will forward the documents to the RSMgr for its distribution within their respective region.
- 2.8. In the situation where particular information of the CAF Regional Championship is required to change, the MCAFS must be informed of the situation at the earliest convenience.

- 2.9. The THCEE Event Request is required to be completed annually.
- 2.10. More information regarding the THCEE policies can be found at the following link:
<http://cfodpf.mil.ca/en/travel-hospitality/hospitality.page> (*only accessible from DWAN*).

3. TEMPORARY DUTY ALLOWANCE

- 3.1. Temporary Duty (TD) and travel authority shall be granted to a maximum no greater than the allowed number of participants of their respective sport.
- 3.2. Only the RSMgr (for Regionals) and the MCAFS (for Nationals) can allow a greater number, under exceptional circumstances.
- 3.3. Unless stated otherwise, all travel and temporary duty allowance policies should be followed, including:
 - a. [Canadian Forces Temporary Duty and Travel Instruction](#)
 - b. [National Joint Council](#)
 - c. [CBI 209 Transportation and Travelling Expenses](#)
- 3.4. For CAF Regional Championships, temporary duty allowance for team members (including coaches or anyone taking a position on a roster) is the responsibility of the B/W/U in which the CAF member is posted to, unless stated otherwise in their Regional Constitution.
- 3.5. For the CAF Regional Sport Championships, temporary duty allowance for officials, members of the Jury of Appeal, and athletic trainers shall be determined by each CAF Sports Regional Constitution.
- 3.6. For CAF National Championships, the temporary duty costs, meals en route, travel for the all athletes, trainers, officials and jury of appeal members' B/W/U to and from the local airport, shall be covered by the CAFSO.

Member	Regionals	Nationals
Athletes <i>(or people on the roster)</i>	B/W/U member is posted to, unless stated otherwise in their Regional Constitution	CAFSO
Officials, Trainers, Jury of Appel	Determined by the Regional Constitution	CAFSO

4. TRAVEL AND TRANSPORTATION

- 4.1. Unless stated otherwise in the Joining Instructions, the use of motor transport in support of the CAF Sports Championships program is authorized in accordance with other CAF orders relating to the use of motor transport vehicle.
- 4.2. Unless stated otherwise in the Joining Instructions, the most economical means of travel shall be the method of transportation for all the CAF Sports Championships (Regional and National) program events.
- 4.3. While travelling for the CAF Sports Championships program, CAF members from the same B/W are expected to travel together.
- 4.4. For CAF Regional Championships, travel costs are the responsibility of the B/W/U the CAF member is posted to, unless stated otherwise in their Regional Constitution.

- 4.5. For CAF National Championships, travel and transportation shall be authorized by the CAFSO, but coordinated at the B/W/U level. Any flight that has an estimated cost over \$1.3K will require the approval from the MCAFS.
- 4.6. Cost for B/W/U flying to the CAF National Championship locations and ground transportation cost for B/W/U driving to the CAF National Championship locations and their return trip is the responsibility of the CAFSO.
 - a. Unless stated otherwise in the JI, all air transportation booking shall be made using [CONCUR](#), the online reservation tool, by the B/W/U authorized agent.
 - b. All itinerary changes must be approved by the CAF members CoC and the appropriate financial authority. In the situation where the changes are not made by the original booking agent, a credit card number will be required to process the change.
- 4.7. For CAF National Championships, travel claims covered by the CAFSO, shall be submitted using NPF [Travel Xpert](#). Designated travel arrangers shall initiate travel claims before booking any transportation and complete the travel claim upon their return from their travel. Local CAF members, from the host B/W/U, are not entitled for any travel claim, as the location of the Championship is their normal workplace.
- 4.8. CAF members who elect to take their PMV, instead of the provided method of transportation, must seek approval prior to the championship.
- 4.9. The request shall explain the justification on why using a PMV, and a cost comparison worksheet is to be completed. As per related policies, the CAF member may not be entitled to reimbursement or only be eligible for part of the expense.
- 4.10. As neither the GoC, DND/CAF nor the CAF Sports Program will assume the responsibility on damage to privately owned vehicle driven on official business; it is the CAF member's responsibility to ensure they have sufficient and appropriate insurance coverage.
- 4.11. For the CAF Sports (Regional and National) programs, approval to use a PMV is as per below:
 - a. CAF Regional Sports Championships: RSMgr
 - b. CAF National Sports Championships: MCAFS
 - c. Any Regional Event (CAFATP, Development Camp, etc.): RSMgr
- 4.12. Rates for the CAF Regional and National Sports Championships can be found at the link: <https://www.cfmws.com/en/AboutUs/CFPFSS/TravelServices/Pages/default.aspx>
- 4.13. Rates are determined by the license plates province in which the vehicle is registered to, which is normally the CAF member's province of residence. In case of doubts or discrepancies, consult with the CAFSO.

5. FACILITIES

- 5.1. A B/W/U lacking adequate sports facilities may rent sports facilities at public expenses in support of the CAF Sports (Regional and National) program.
- 5.2. For more information regarding the rental of facilities for the CAF Sports program, please consult [A-PS110-001/AG-002](#).

6. REGIONAL ASSESSMENT FEES

- 6.1. As part of the CAF Sports program, for the conduct of the Regional Sports Championships, funds may be obtained from fees of participating B/W/U within the Region as per their Regional Constitution.
- 6.2. The amount of assessment fees for regional competitions shall be determined, as per their respective Regional Constitution, by the RSMgr in consultation with the B/W/U within the region.

7. HOSPITALITY REQUESTS

- 7.1. While hosting an event as part of the CAF Sports program, it is possible to augment some of the “services” available, through the use of the NPP resources. In such cases, a Hospitality Request must be made for its approval.
- 7.2. Requests are made by the hosting B/W/U and covered using their local NPP resources.
- 7.3. Funds can assist to defray entertainment and other special costs incurred by the host B/W/U, such as gift cards, sports drinks, food, snacks, beverages, etc.
- 7.4. NPP Sponsorship can be used to augment the deliverable of an event, including a CAF Championship, but its income and expenditure must be detailed in the Hospitality Request.
- 7.5. For the CAF Sports (Regional and National) program, approval for Hospitality Request is as per below:
 - a. CAF Regional Sports Championships: B/W/U Comd; and
 - b. CAF National Sports Championships: DG-CFMWS.
- 7.6. For more information regarding the Hospitality Request, please consult the [NPP Hospitality Policy](#).

8. HOSTING

- 8.1. CAF Regions will select the Hosting B/W/U for each of their respective Regional Championships and RDC, during their Annual Regional Sports Meeting.
- 8.2. B/W/U that are interested in hosting a CAF National Championships must submit a hosting proposal to the CAFSO by the date stated in the call out publication.
- 8.3. Host B/W/U may be provided with a hosting grant from CFMWS to defray some of the costs incurred while hosting a CAF National Championship.
- 8.4. A copy of the Hosting Proposal template can be obtained from the CAF Sport Office.

9. CHAMPIONSHIP JOINING INSTRUCTIONS

- 9.1. Joining Instructions for each CAF Regional Championship will be forwarded by the Host Unit to each B/W/U within the Region, as per the deadline set in their respective Regional Sport Constitutions.
- 9.2. Joining Instructions for each CAF National Championship will be forwarded by the Host Unit to each RSMgr, thirty (30) days in advance of the respective CAF National Championship. The RSMgr will distribute the instructions to all bases within their region through the Mgr, FS(&R).

- 9.3. All Sports Mgrs/Coords must inform the National Hosting site staff, through their RSMgr, when changes occur from the original Eligibility List, they previously submitted.

10. CHANNELS OF COMMUNICATION

- 10.1. When necessary, communication between local B/W/U PSP Sports sections and the CAFSO should be done through their respective RSMgr's.
- 10.2. When B/W/U PSP support from outside the hosting B/W/U is required, the Senior Manager of PSP, of the required staff, should be carbon copy on the Request for Participation.

11. PUBLICITY AND COMMUNICATION

- 11.1. Publicizing individual and group participation and achievement is an important and integral element of conducting a sports competition. Manager FS&R are encouraged to develop publicity and communications plan to support the CAF Sports Program at all levels, including the CAF Sports Championship. Assistance in establishing a program is available through the CFMWS/Communications Advisor.
- 11.2. A calendar of approved CAF National Championships and the host B/W/U for each will be published annually by the CAFSO.
- 11.3. RSMgrs shall forward the schedule of their CAF Regional Sports Championships to CAFSO, each Environmental Commands, and to B/W/U within their Region.
- 11.4. Copies of minutes of regional meetings, reports of competitions, calendars of activities, and any policy letters or instructions shall be sent to CAFSO.
- 11.5. After the completion of the Regional Championships, the Hosting B/W/U should forward the necessary pictures (participating teams, winning team, results, etc.) to the CAFSO and their RSMgr.
- 11.6. Direct communications on all matters pertaining to the conduct of CAF National Championships is authorized:
 - a. Between RSMgrs and CAFSO;
 - b. Between RSMgrs and the applicable B/W/U; and
 - c. Between the Host B/W/U and all RSMgrs, all B/W/U participating in the championship and CAFSO.

12. CHAMPIONSHIP REPORTS

- 12.1. The host B/W/U shall submit a final CAF Regional and National Championship report to CAFSO within fourteen (14) days of the conclusion of each CAF Regional and National Championship.
- 12.2. The report shall contain the following:
 - a. Overview of the competition;
 - b. Photo of the winning team (Regionals);
 - c. Photos from the entire Championship (Nationals);
 - d. Round-robin results & final standings (including scores, MVP's, awards, etc.);
 - e. All eligibility certificates and contracts;

- f. List of all support staff (officials, athletic trainers, and jury of appeal members);
 - g. All games sheets and statistics (Nationals);
 - h. Disputes and suspensions (including incident reports, games sheets and statements);
 - i. Vehicle accident reports (Nationals);
 - j. Copies of all bills & invoices (R&Q, POL, etc.) (Nationals);
 - k. Copies of press releases, photo ops, and social media posts;
 - l. Copies of the banquet speech (Nationals);
 - m. Copies of championship feedback critiques (Nationals);
 - n. Organizing Committee Report:
 - Comments on transportation;
 - Comments on rations and quarters;
 - Comments on medical services;
 - Comments on technical aspects of competition;
 - Comments on public relations activities; and
 - o. Recommendations from a host's perspective.
- 12.3. In addition, there shall be a report from the Chief Official, and Athletic Trainers, due fourteen (14) days following each CAF Regional and National Championship.

13. CAF SPORTS CHAMPIONSHIPS (REGIONALS AND NATIONALS) TROPHIES AND AWARDS

- 13.1. The CAF Championship Trophies and Awards details are found under their respective sport chapter of this manual.
- 13.2. Trophies and awards for CAF National Championships will be procured and administered by CAFSO, who will maintain inventory records in accordance with CAF Non-Public Property (NPP) accounting instructions.
- 13.3. All CAF National Championship trophies are to be kept at CFB Borden.
- 13.4. The DProg is responsible for:
- a. The caring and maintaining of CAF National Championship perpetual trophies; and
 - b. Delivering the trophy to the host B/W/U of a CAF National Championship, 30 days prior to commencement of the national championship.
 - c. Trophies and individual awards provided for CAF Regional and National championships can be obtained from NPP resources, private donations or sponsorship.
- 13.5. RSMgr's are responsible to ensure that CAF Regional Championship awards, such as medals, trophies and plaques, arrive at the host B/W/U NLT 30 days prior to commencement of the respective Championship. The list of awards can be found under the respective sports chapters or in their respective Regional Sports Constitution.