

IPACS Benchmark Guidelines

Updated 21 December 2021, version 6

IPACS Benchmark C4 – The organisation makes public all open positions for elections and non-staff appointments, including the process for candidates and full details of the roles, job descriptions, required skills and experience, application deadlines and assessment

Definitions

- Elections and non-staff appointments – Decision-making and advisory positions within an organisation, such as roles on the governing body, technical committees or disciplinary committees, which are not employed roles and are recruited via election or a defined appointment process
- Role/job description – The tasks and duties associated with a role

Introduction to this Benchmark and its significance

- Sports organisations should seek to recruit appropriate qualified and experienced individuals with diversity of thought and backgrounds to important, decision-making roles even where these roles are voluntary or have very limited remuneration
- Publishing full information about elected and non-staff roles that are available increases the chances that well-qualified individuals will become candidates and reduces the risk that only individuals close to the existing leadership will be aware of the opportunity
- Competition for elected and appointed roles is healthy for the organisation as it encourages candidates to take full account of the interests of the voting members
- Publishing full information about elected and non-staff appointed roles demonstrates to members and stakeholders that the organisation has serious intent to recruit capable individuals
- Elected and non-staff appointments to decision-making positions should not be used as recognition for long service or historic achievements

Commentary on the action to be taken

- Publish information well in advance of the General Assembly nomination deadlines about roles that are open for election to provide a realistic chance for candidates to be nominated
- Publish information in good time for other non-staff appointments (such as positions on committees)
- In each case, information should be available about the job description, required skills and experience for the role, application process and deadlines, the time commitment and remuneration (if any)
- Regarding the recruitment of employed staff, relevant national employment laws apply (see also C9 – gender equality and diversity)
- See also Recommendations C1 (election of officials), C2 (campaigning rules), C5 (eligibility rules) and C6 (term limits)

Investment requirement – limited as the work mainly involves publication of existing information; use of recruitment consultants may be expensive but the need can be considered on a case-by-case basis

Guidance according to stage of organisation

Early stage

- The organisation publishes a notification about the General Assembly in accordance with statutory regulations, including information about roles that are open for election or appointment, remuneration (if any), the nomination/application process, and realistic deadlines that allow candidates sufficient time to prepare their applications
- Further information about the requirements is available, for example in the Statutes

Developing

- The organisation advertises any non-staff roles for which there is open recruitment in appropriate media, through relevant communications channels and in a timely manner

- The organisation publishes job descriptions and role specifications for elected and non-staff positions
- The organisation provides information about the expected time commitment

Advanced

- Information provided includes required skills and experience
- In the recruitment of non-staff roles, the organisation takes account of the need for gender balance and wider diversity in its decision-making structures, in accordance with applicable laws (see Recommendation C9 – gender balance and diversity)
- The organisation has a Nomination Committee with defined terms of reference and independent input that makes recommendations about the suitability of candidates; the Code of Ethics and conflict of interest policy apply to members of the Nomination Committee
- The organisation uses recruitment consultants for non-staff roles, when appropriate

Good practice examples

International Federations (from 2020)

- FEI - All [open positions for election](#) and [job specifications](#) are listed on the website. Candidate CVs are also published
- ICF - The [list of positions to be elected](#) was published ahead of the Congress
- World Athletics - The [elections section](#) of the website includes detailed job descriptions, the application procedure and the vetting process. See the example from the 2019 elections

Overall standard among International Federations:

- 12 out of 31 members of ASOIF in the 2019-20 review had advertised role requirements for elected positions and/or non-staff appointments

Continental Bodies

- None seen

National Olympic Committees

- Norwegian Olympic and Paralympic Committee and Confederation of Sports – information about positions for election in [General Assembly agenda](#)

National Federations

- Badminton England – [advertisement for a board director vacancy](#)

Selected references

- [ASOIF GTF Questionnaire 2019-20](#), Indicator 4.4
- [SIGGS](#) Principle 2 (Autonomy and Accountability), Indicator 8 - What kind of profile descriptions for Board members does your organisation have?; Roadmap Principle 2
- European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principle 5.b: Appointment of technical and/or expert committees
- Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/Danish Institute for Sports Studies, p.11-15: Principle 13: The organisation undertakes steps to ensure that elections of senior officials are open and competitive.

ASOIF indicator 4.4 – scoring definitions used in the 2019-20 assessment

- 0 – No
- 1 – Some open positions made public
- 2 – All elections and non-staff appointments referenced in General Assembly documents with details of roles, requirements, assessment provided
- 3 – Elections/appointments advertised openly with details of roles, requirements, assessment

- 4 – State of the art open recruitment for all roles with details of roles, requirements, assessment