



Policy Name:	Risk Management
Policy Family:	Governance
Section:	Board Policies
Approval Authority:	Board of Directors
Staff Lead:	Executive Director
Implementation Date:	2016-08-18 New policy
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## 1.0 Policy Statement

As the national sport organization that governs competitive snowboarding throughout Canada, Canada Snowboard (CS) recognizes that there are risks inherent in all facets of our operations including governance, program delivery and business operations. Canada Snowboard (CS) is committed to a comprehensive Risk Management Program for managing risks to the organization and to its PTSA's, clubs and individual members.

## 2.0 Definitions and Principles

**Risk** - Is the potential for a loss based on the likelihood of an incident occurring and the severity of the consequence of that incident. Risk is the chance of something negative happening that will have a direct impact on achieving our objectives.

**Risk Management** - An explicit and organized process used to identify, assess, and treat risks so as to better achieve desired outcomes, in a way that is reflective of our values.

**Risk Management Program** - CS's overall approach, procedures and practices to analyze risk and to implement, monitor and evaluate risk mitigation strategies.

**Risk Registry** - A document that outlines identified and assessed risks, current risk mitigation measures, possible additional risk treatment measures, and communications efforts. It is essentially a spreadsheet detailing potential risks and corresponding risk management control techniques for the operations, finances, governance, and success of CS.

**Risk Management Policy:** A statement of CS's commitment to risk management.

We take the safety, well-being and satisfaction of our members and participants seriously. While we are not averse to taking organizational risks and pursuing opportunities, we will do so thoughtfully and in an informed manner.

## 3.0 Purpose (Reason for Policy)

The aim of this policy is to provide guidance on how risk management is to be performed within CS and outlining our commitment to robust risk management practices. In general, we view risk

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management not simply as an effort to reduce risk but also as a comprehensive approach to improving organizational performance.

This policy has other purposes as well, namely:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
- Performing an educational function for staff, volunteers, PTSOs, clubs and members;
- Over the longer term, contributing to enhancing a 'risk management culture' within CS.

Ultimately, successful risk management has the following benefits for CS:

- Prevents or limits injury or losses to participants, volunteers and staff;
- Helps to protect CS and its PTSOs, clubs and individual members against litigation;
- Ensures that CS is compliant with all applicable laws, regulations and standards;
- Improves the quality and relevance of the programs and services that CS provides to its members, participants, partners and sponsors;
- Promotes improved business management and human resource management practices;
- Enhances CS's brand, reputation and image in the community; and
- Overall, enhances CS's ability to achieve its strategic objectives.

#### 4.0 Scope and Application

This policy applies to all activities undertaken by CS at the national level where all directors, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority to identify, assess, manage and communicate risks.

Where CS exercises authority over activities below the national level, risk management measures may also be prescribed by CS for implementation by PTSA's and Clubs. PTSA's are encouraged to prepare policies similar to this policy, to govern the management of risk within their jurisdictions.

The Executive Director, or other designated individual appointed as Risk Manager for CS, is responsible for the implementation, maintenance and communication of this policy.

#### 5.0 Related Documents

There are a number of policies that are essential to managing risks within CS's milieu and without these policies, we could not function in an ethical, safe and procedurally fair manner. These are the policies considered necessary to implement:

- Policy on Member Conduct, with disciplinary provisions
- Harassment Policy (this may also be incorporated into the Policy on Member Conduct)
- Appeal Policy (with reference to dispute resolution mechanism offered by the SDRCC)
- Athlete Agreement
- Policy on Police Records Checks
- Human Resources Policy (applicable to staff and contractors)
- Selection Policy for AAP Carding
- Selection Policy for various national teams
- Confidentiality Policy
- Equity Policy
- Privacy Policy
- Conflict of Interest Policy
- Board Member Job Descriptions
- Committee Terms of Reference (for all committees)
- Safety Policy (dependent on sport)

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- Anti-Doping Policy (this can be as simple as official endorsement of the CADP, or Canadian Anti-Doping Program)
  - Emergency Response Plan

There are a number of other policies that include, to a greater or lesser degree, risk management elements. For example, policies relating to financial management, travel, health and medical management, technical standards for event hosting, or team logistics would typically include procedures to address foreseeable risks in each of these specific areas.

## 6.0 Responsibilities

Our approach to risk management stems from the process designed and developed by sport leaders for Canadian sport organizations. We believe that risk management is a broad activity that touches all aspects of our operations. We also believe that risk management should be embedded into all our planning initiatives. Therefore, risk management is a responsibility for all of CS's Representatives, from volunteers to the Officers a kitten made on good of the Board.

CS's approach to managing risks encompasses an organizational commitment to:

- Identify and assess risks using consistent methodology;
- Managing risk by reflecting on our CS values;
- Identify risks and our response to such risks through the risk registry;
- Monitor risks using a risk monitoring chart or other tools that can be used to continuously scan for new, emerging and evolving risks;
- Learn from the risk management experience and to share these insights within our organization with a view to creating a learning culture;
- Uphold and demonstrate high ethical standards, and to govern ourselves effectively and in a manner that fulfills all legal requirements; and
- Maintain a comprehensive policy manual that provides direction on all aspects of our governance and operations.

Formally, the Executive Director is accountable to the Board of Directors for the implementation of the risk management process and management of risks in the business. All personnel are responsible for managing risks in their areas. Tactics related to risk will be incorporated into the planning process and be considered by the Board for all decisions.

## 7.0 The Policy and Procedures

CS acknowledges that risk management is a broad activity and a shared responsibility. All directors, officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks.

CS makes the following commitments to its members:

- All activities and events undertaken by CS will be analyzed from a risk management perspective;
- implement and monitor effective Risk Management procedures including the identification, assessment, and effective mitigation of risks;
- CS aims to take systematic and explicit steps to identify, assess, manage and communicate risks facing CS; and

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- Risk control strategies will be reasonable and will reflect the given standard of care in any circumstance where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense.

### 7.1 The Risk Management Process:

Managing risks involves three steps:

- (1) Identifying potential risks using an informed, environmental scan approach;
- (2) Assessing the significance of a risk by considering its possibility and consequences; and
- (3) Developing and implementing measures to address those risks deemed significant by reducing possibility, consequences or both.

### 7.2 Categories of Risk:

CS has determined that the following categories will be used when identifying risks:

- Operational/Program Risks
- External Risks
- Compliance Risks
- Governance Risks
- Communication Risks
- Finance Risk

### 7.3 Strategies to Address Risk:

All risks faced by CS can be addressed by one or more of the following four general strategies:

- Retain the risk (**Tolerate**) – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the sporting activity itself and thus can be accepted in its present form.
- Reduce the risk (**Treat**) – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring or education.
- Transfer the risk (**Transfer**) – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
- Avoid the risk (**Terminate**) – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

The above general strategies translate into a variety of risk control measures, which for CS may include but are not limited to:

- Development of policies, procedures, standards and rules;
- Effective communication;
- Education, instruction, professional development and specialized training;
- Ensuring a core set of organizational values have been identified, defined and communicated throughout CS;
- Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders;
- Use of robust and legally sound contracts (codes of conduct, athlete and coach agreements, employment agreements, contractor agreements, partnership agreements);
- Improving role clarity through use of written position descriptions and committee terms of reference;

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- Supervision and monitoring of staff, volunteers, participants and activities;
  - Establishing and communicating procedures to handle concerns, complaints and disputes;
  - Implement schedules for regular review, maintenance, repair and replacement of equipment;
  - Preparing procedures and protocols for emergency response and crisis management;
  - Use of warnings, signage, participation agreements and waiver of liability agreements where warranted; and
  - Purchasing appropriate Insurance coverage for all activities and reviewing regularly.

#### **7.4 Risk Registry:**

A Risk Registry specific to CS will be developed by the Executive Director or Risk Manager. The Risk Registry will be maintained, reviewed, and updated by the Risk Manager on an annual basis. In maintaining, reviewing, and updating the Risk Registry, the Risk Manager will consult extensively with industry experts and will review the Risk Registry developed by True Sport.

#### **7.5 Reporting and Communication:**

To ensure that risk management remains a high priority within CS, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting so that the Executive Director can provide updates as required.

CS recognizes that communication is an essential part of risk management. This Policy and our Risk Management Program will be communicated frequently to our staff, committees, PTSOs, and Clubs, and we will encourage all members to communicate to CS their risk management issues and concerns.

#### **7.6 Insurance:**

CS maintains a comprehensive insurance program that provides General Liability, Sports Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and sponsors of CS. Upon annual renewal of this policy, CS consults with the insurance provider to determine if there are any emerging gaps, issues or deficiencies to be addressed through insurance renewal.

Not all risks are insurable. However, as part of its commitment to risk management, CS will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of CS and that pose significant risks.

### **8.0 Guidance**

For interpretation or guidance on the application of this policy, please contact the Executive Director or designated Risk Manager. Any recommended changes or formal application of this policy resides under the authority of the Board of Directors.

### **9.0 Review and Approval**

This policy was approved by CS's Board of Directors on the 17<sup>th</sup> day of August, 2016 and will be reviewed annually.