



Risk Management Policy

Introduction

The Pakmen Volleyball Club (Pakmen) acknowledges that there are risks inherent in all facets of our governance, program delivery and business operations.

Pakmen is committed to managing risks to the organization including all of its registered participants. Pakmen takes the safety, well-being and satisfaction of participants in all of our programs seriously.

Purpose

The aim of this policy is to provide a guiding statement on how risk management is to be performed within Pakmen. In general, we view risk management as a comprehensive approach to improving organizational performance. This policy has other purposes as well, including:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits, reputational damage and financial losses;
- Performing an educational function for staff, volunteers and registered participants;
- Over the longer term, contributing to enhancing a 'risk management culture' within Pakmen.
- Ultimately, successful risk management has the following benefits for Pakmen:
 - Prevents or limits injury or losses to participants, volunteers and staff;
 - Helps to protect Pakmen, and individual members against litigation;
 - Ensures that Pakmen is compliant with all applicable laws, regulations and standards;
 - Improves the programs and services that Pakmen provides to its members, participants, partners and sponsors;
 - Promotes improved business management and human resource management practices;
 - Enhances Pakmen's brand, reputation and image in the community;
 - Overall, enhances Pakmen's ability to achieve its strategic objectives.

Scope and Authority

The Board Chair is appointed as the Risk Manager for Pakmen and is responsible for the implementation, maintenance and communication of this policy. This policy applies to all activities undertaken by Pakmen at all levels.

Policy

Pakmen makes the following commitments to its members and registered participants:

- All activities and events undertaken by Pakmen will be analyzed from a risk management perspective;
- Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing Pakmen;

- 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, best practices, established case law precedent, and common sense).

Pakmen 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.

The Risk Management Process

Managing risks involves three (3) steps:

1. Identify potential risks using an informed, environmental scan approach,
2. Assess the significance of a risk by considering its possibility and consequences, and
3. Develop and implement measures to address those risks deemed significant by reducing possibility, consequences or both.

Risks arise from a number of categories of Pakmen's operations. In the sport domain, facilities, equipment, people and programs all give rise to potential risks. Pakmen has determined that the following categories will be used when identifying risks:

- *Operational/Program Risks:* Risk related to key programs in the areas of coach and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet participant and stakeholder expectations; event and competition management.
- *Compliance Risks:* Risk related to failure to comply with existing laws and regulations governing employment, privacy, workplace safety, new corporations legislation, tenant legal responsibilities, Imagine Canada standards, anti-doping standards, fulfillment of contractual obligations.
- *Communication Risks:* Risks related to internal and external communications; information management systems; crisis and issues management; media relations; image and reputation management; missed opportunities to promote and exploit successful outcomes; management of intellectual property; social media management; confidentiality.
- *External Risks:* Risks that are not in direct control of the organization such as funding frameworks from government, and other agencies; relations with governments, provincial and national federations; involvement in other sport partnerships; hosting decisions and requirements.
- *Governance Risks:* Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession within Pakmen Board and committees, knowledge retention and transfer.
- *Financial Risks:* Risks related to financial monitoring and reporting, deficit reduction, flexibility to direct funds, sponsorship attraction and retention, investment and management of reserve funds, long-term financial sustainability.

All risks faced by Pakmen can be addressed by one (1) or more of the following four (4) general strategies:

- *Retain the Risk* – 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* – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, organization, delivery, supervision, monitoring or education.
- *Transfer the Risk* – 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* – 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 Pakmen may include (but are not limited to):

- Policy development
- Effective communication
- Education, instruction, professional development and specialized training
- Ensuring a core set of organizational values have been identified, defined and communicated throughout the organization and the sport
- Adherence to minimum, mandatory qualifications 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
- Supervision and monitoring of staff, volunteers, participants and activities
- Establishing and communicating procedures to handle concerns, complaints and disputes
- Preparing procedures and protocols for emergency response and crisis management
- Use of warnings, signage, participation agreements and waiver of liability agreements where warranted
- Purchasing appropriate insurance coverage for all activities and reviewing regularly

Reporting and Communication

To ensure that risk management remains a high priority within Pakmen, 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 Board Chair can provide updates on risk management as required. Pakmen recognizes that communication is an essential part of risk management. This Policy will be communicated frequently to Pakmen staff, and Pakmen will encourage all members and participants to communicate to Pakmen their risk management issues and concerns.

Insurance

Pakmen 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 and volunteers of Pakmen. Upon annual renewal of this policy, Pakmen consults with the insurance provider to determine if there are any emerging gaps, issues or concerns to be addressed through insurance renewal.

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

Approval

This Policy was approved by Pakmen Board of Directors on XXXXXXX and will be reviewed annually by the Executive Director