



FIELD HOCKEY CANADA

Policy Name CHIEF EXECUTIVE OFFICER (CEO) SCOPE OF AUTHORITY		Policy Category OPERATIONS
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1. PURPOSE

Field Hockey Canada (FHC) recognizes that strong and impactful governance and corporation management is dependent upon a trusting and successful relationship between the Board and the Chief Executive Officer (CEO). The CEO must be a skilled and effective leader, providing balanced guidance, expertise and wisdom to the Board while correctly interpreting and implementing the Board's strategic direction and responding to the needs of FHC's membership. A healthy CEO-Board relationship is grounded in shared respect, honest and open dialogue, and mutual support.

The purpose of this Policy is to outline the scope of authority including limits on the actions of the CEO to ensure compliance with the direction of the Board and to give the CEO clear information so that the CEO may conduct the operations of the corporation effectively and efficiently.

2. APPLICATION

This Policy applies to the CEO of FHC and indirectly, committees, other volunteers, employees and contractors who report to the CEO.

3. DEFINITIONS

The following term applies in this Policy:

- a. **CEO** – The person occupying the position of CEO or in his/her absence, the individual designated to fill this role.
- b. **Board** – applies to elected FHC Board of Directors.
- c. **Committees** – refers to Standing or Ad Hoc Committees and the committee members within the FHC structure.
- d. **Volunteer** – an individual assigned to a volunteer position within FHC, who is not a Director not a committee member.
- e. **Employee** – applies to an individual that is employed by FHC on a full-time, part-time employment contract, who is not the CEO.
- f. **Contractor** – an individual engaged by FHC through a fee-for-service contract.

4. GENERAL DIRECTION AND LIMITATIONS

The CEO will, with Board authority, direct the administration and management of FHC. In doing so, the CEO will:

- a. exercise fiscal prudence,
- b. practice sound risk management,
- c. adhere to existing FHC policies and procedures, and
- d. develop and recommend FHC policies, including those required by Sport Canada and by legislation, outlining their implications for Board consideration;



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- e. develop and nurture of culture of service within the organization through its relationship with members and registered participants.

The following are the general limitations on the actions and activities of the CEO:

- a. The CEO must not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, unethical, or in violation of industry accepted business standards, sport ethics or operate outside the defined federal/provincial/territorial laws; and
- b. The CEO must not significantly alter the organizational direction of the corporation without the express consent of the Board.

5. FINANCIAL CONDITIONS AND ACTIVITIES

5.1 Requirements

The CEO must ensure that neither is fiscal jeopardy created or allowed to be developed nor is there any material deviation of actual expenditures from board priorities as established by the Board. Accordingly, the CEO must ensure that:

- a. No more funds are expended in the fiscal year than have been received (including accounts receivable), unless authorized by a deficit budget plan approved by the Board;
- b. Funds are not expended on operations not included in the strategic plan;
- c. The organization is not indebted in an amount greater than can be repaid by certain, unencumbered revenues by the end of the fiscal year, unless such indebtedness is part of a budget or operational plan approved by the Board;
- d. Any long-term reserves are not used except as approved by the Board;
- e. Tax payments or any other government payments or filings are not allowed to become overdue or be inaccurately filed;
- f. Credit card payments are not allowed to become overdue so that credit cards attract interest charges;
- g. The required approvals of all cheques, contracts, documents, or any instruments in writing requiring the signature of the corporation, are obtained;
- h. Restricted contributions are not used for any purpose other than that designated by the contributor or that receipt of committed contributions is not jeopardized;
- i. The status of FHC as a Registered Canadian Amateur Athletic Association (RCAAA) is not endangered.

5.2 Monitoring and Reporting

Financial Conditions and Activities must be monitored as follows:

- a. Quarterly financial statements must be reviewed by the Board and be received by the Board within one month of the end of the previous quarter. Quarters are determined with reference to FHC's fiscal year;
- b. The CEO must ensure that the Board is kept informed and that the appointed Auditors are aware of these limitations prior to the annual review;
- c. The CEO must ensure that the Board is informed of overspending incurred by FHC;



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- d. The CEO must notify the Board in a timely manner any event that could affect the financial security of the corporation
- e. The CEO must present a plan for regaining compliance when reporting 5.2 d.

6. BUSINESS AND FINANCIAL PLANNING

6.1 Requirements

The CEO must ensure that budgeting for all or any part of a fiscal year that is consistent with the generally accepted accounting practices. Accordingly, the CEO must ensure that:

- a. FHC is not operating without an annual budget and operational plan that demonstrates progress towards the strategic plan as referenced to the expected outcomes and objectives enumerated in the strategic plan;
- b. A business plan and budget are presented to the Board at least 21 days prior to a Board Meeting convened to consider the Business Plan and Budget; and
- c. The Board is informed in writing within two weeks of the CEO becoming aware of any material change greater than 2% of the annual budget revenues or any material change in the Operating Plan that will alter achievement of a strategic objective within the FHC fiscal year.

6.2 Monitoring and Reporting

Business and Financial Planning must be monitored as follows:

- a. Annually by the Board at the first Board meeting each calendar year.
- b. Material change must be monitored any time and on an exception basis.

7. ASSET PROTECTION

7.1 Requirements

The CEO must ensure that the tangible and intangible assets of FHC are protected, adequately maintained, or not unnecessarily risked. Accordingly, the CEO must:

- a. Conduct an annual assessment of risk and ensure that the organization has in place property, liability, and cancellation insurance at levels comparable to other similar sized NSOs;
- b. Maintain an inventory of all property valued at over \$300.00 and FHC capital property as necessary for insurance purposes;
- c. Ensure a minimum of \$2 million in Officers' and Directors' liability coverage insurance and general liability coverage for staff and volunteers;
- d. Ensure adequate protection of intellectual property, proprietary material or content and files from loss or significant damage;
- e. Not acquire, encumber or dispose of real estate property (land or building); and,
- f. Not invest FHC liquid and operating capital in anything other than Canada Deposit Insurance Corporation (CDIC) insured accounts.



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7.2 Monitoring and Reporting

Asset Protection must be monitored as follows:

- a. Sub sections 7.1 a. through d. inclusive, by annually providing evidence of current insurance policies and schedules demonstrating adequate levels of coverage. This must be conducted at the first Board Meeting after insurance renewal.
- b. Sub sections 7.1 e. and f. by exception reporting.

8. TREATMENT OF EMPLOYEES, CONTRACTORS AND VOLUNTEERS

8.1 Requirements

The CEO must ensure that conditions, procedures or decisions are safe, fair, dignified and/or respectful and adhere to the Canadian Human Rights Code. Accordingly, the CEO must ensure:

- a. The existence of written and Board approved human resources policies and procedures;
- b. That staff are not prevented from grieving to the Board when internal procedures have been exhausted; and
- c. There is no discrimination against a staff member or volunteer for non-disruptive expression of dissent.

8.2 Monitoring and Reporting

Treatment of Employees, Contractors and Volunteers must be monitored on an exception basis.

9. COMPENSATION AND BENEFITS

9.1 Requirements

With respect to employment, compensation and benefits for employees, contractors and volunteers, the CEO must ensure that there is no jeopardy to fiscal integrity. Accordingly, the CEO must:

- a. Undertake periodic review by an independent consulting firm, or committee of the Board, to ensure that the compensation program falls within a reasonable range of competitive practices for comparable positions among similarly situated organizations;
- b. Propose to the Board for approval, a compensation and benefits program for all employees, except the CEO, consistent with the delegation of authority;
- c. Ensure a transparent hiring process for all employees;
- d. Establish and ensure current job descriptions are available for all jobs and that each staff person is evaluated at least annually based upon pre-established criteria, consistent with the delegation of authority;
- e. Provide job training as needed for staff and offer opportunities for professional development training;
- f. Establish the principles that give guidance to staff when performing their duties;
- g. Inform the Board of all contract staff agreements that are required that are not supported within the existing budget.



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9.2 Monitoring and Reporting

Compensation and Benefits must be monitored annually.

10. TREATMENT OF MEMBERS AND STAKEHOLDERS

10.1 Requirements

The CEO must ensure that conditions, procedures or decisions are safe, fair, respectful, dignified, or not unnecessarily intrusive. Accordingly, the CEO must:

- a. Not operate in the absence of a standardized consultation process;
- b. Ensure that access to information appropriate to the requesting Member or Stakeholder is not restricted;
- c. Ensure that Members or Stakeholders are informed of their responsibilities and FHC's expectations of their behavior when participating in FHC programs or events, including consequences of violating rules.

10.2 Monitoring and Reporting

Treatment of Members and Stakeholders must be monitored on a quarterly basis.

11. COMMUNICATION AND SUPPORT TO THE BOARD

11.1 Requirements

The CEO must ensure that the Board is operating with and has access to the most and applicable documentation and information. Accordingly, the CEO must:

- a. Submit monitoring data required by the Board in a timely, accurate and understandable manner, directly addressing the provisions of the Board Policies being monitored;
- b. Provide, in a timely fashion, deliveries of notable FHC announcements or communications to the Board prior to the dissemination to the membership, stakeholders or general public;
- c. Provide all items on the Board's agenda delegated to the CEO;
- d. Ensure the necessary administrative support for successful Board activities or Board involvement in FHC events;
- e. Communicate to the Board the appointment of an Acting CEO when not on active duty for a period of longer than two (2) days (e.g. illness, annual leave);
- f. Advise the Board if, in the CEO's opinion, the Board is not in compliance with its own policies and procedures;
- g. Provide, in the case of Board decision items, a full and accurate representation of the position of stakeholders, and a complete range of options as well as the consequences of choosing each option.

11.2 Monitoring and Reporting

Communication and Support to the Board must be monitored annually.



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12. PUBLIC IMAGE

12.1 Requirements

The CEO must endeavour to ensure that uncontested operational conditions, procedures, opinions or decisions by staff or volunteers do not jeopardize the public image of FHC. Accordingly, the CEO must:

- a. Ensure the existence of appropriate and effective communications and public relations operational procedures;
- b. Not permit the use of FHC resources to participate in or express an opinion about unrelated political, social or economic issues without Board input and approval;
- c. Not permit any type of presentations that conveys or portrays information that is contrary to policy;
- d. Ensure that no-one other than the designated Director is permitted to speak “on behalf of the Board” unless the Board designates this responsibility to the CEO;
- e. Ensure that any non-standard use of the FHC logo, FHC championship or competition logos and proprietary marks, is not permitted;
- f. Not change FHC’s name or substantially alter its identity or brand/event image.

12.2 Monitoring and Reporting

Public Image must be monitored on an exception basis.

13. PARTNERSHIP AND ALLIANCES

13.1 Requirements

The CEO must endeavour to encourage corporate and public involvement in FHC’s initiatives, to help maximize efficiencies and effectiveness in the use of resources to better achieve the Board’s strategic plan. Accordingly, the CEO must:

- a. Ensure that appropriate input from Members, staff, stakeholders and volunteers, is obtained when developing means for achieving the strategic plan; and,
- b. Not allow corporate sponsorship or partnerships with any organization whose principles, practices or products are inconsistent with FHC’s policies or core values.

13.2 Monitoring and Reporting

Partnerships and Alliances must be monitored on an exception basis.

14. SUCCESSION PLANS

14.1 Requirements

The CEO must protect FHC and the Board from unforeseen or sudden loss of key employee services. Accordingly, the CEO must:



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- a. Create a contingency plan for the CEO's unexpected long-term absence or incapacity;
- b. Operate with a designated second-in-command;
- c. Ensure employees are informed of the policies, issues and processes of the operation of FHC and its Board;
- d. Ensure appropriate short-term and long-term employee succession plans.

14.2 Monitoring and Reporting

Succession Plans will be monitored by the Chair of the Board on an ongoing basis.

15. DISPUTES, COMPLAINTS AND APPEALS

15.1 Requirements

With respect to disputes, complaints and appeals, the CEO must ensure that, where applicable, individuals are not prevented from raising concerns with the Board, after appropriate internal procedures have been exhausted.

Accordingly, the CEO must ensure:

- a. That the Board is aware of situations where, in the CEO's opinion, the Board is not in compliance with its own policies or is operating in the absence of these policies; and
- b. Advise the Board of situations operating without an appropriate appeal policy for volunteers, employees and contractors.

15.2 Monitoring and Reporting

Disputes, Complaints and Appeals must be monitored on an exception basis.