



FIELD HOCKEY CANADA

Policy Name POLICY DEVELOPMENT AND REVIEW		Policy Category OPERATIONS
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1. PURPOSE

Policies are developed to formalize an organization's way of doing business, be consistent with decision-making, ensure compliance with external standards and provide substance for organizational decisions. This document outlines the decision-making and implementation process for the development and review of Field Hockey Canada (FHC) policies.

2. PRINCIPLES

Field Hockey Canada policies direct action for programs, services as well as establishing standards or rules for organizational and individual behaviour within the jurisdiction of the corporation.

FHC policies will support the following principles in the development and implementation of policies:

- a. ensure a safe and healthy environment for all registered participants;
- b. be proactive to the needs and evolution of sport in Canada and internationally;
- c. collaborate with Member Associations and Registered Participants when policy development affects their current or future field hockey experience;
- d. develop directive policies that guide program and services;
- e. ensure the suite of FHC policies are aligned in content, nature or tone; and
- f. policies are available to all Members and Registered Participants.

3. APPLICATION

The *Policy Development and Review* policy applies to all policies of FHC.

4. DEFINITIONS AND CHARACTERISTICS

Policy: Policies are declarative statements that set out the operational parameters for decision-making, and organizational expectations.

Policy Characteristics: Different types of policies serve different roles within the corporation.

Facilitative Policies: These policies establish expectations and goals for informed action to support the work of the corporation. (eg: Equity, Diversity and Inclusion Policy)

Regulatory Policies: These policies provide rules that describe expected standards or requirements for behaviour or action. (eg: Codes of Conduct)

Position Policy: a policy may communicate an organizational response or position for a specific topic.

Procedures: Procedures outline the ways in which a policy will be implemented. Procedures should be linear and thorough.



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5. POLICY DEVELOPMENT AND APPROVAL

5.1 Determining the Need for a Formal Policy

Determining a need for a specific policy may be initiated by any of the Directors, staff or a committee responsible for specific elements of operational or technical business. Development and approval of any policy must follow the steps outlined herein.

Policies are typically developed to meet a variety of needs, including but not limited to:

- a. compliance with Sport Canada requirements for funded National Sport Organizations (eg: Officials Languages Policy, Anti-Doping Policy, Screening Policy);
- b. setting out FHC's response to meeting legislative requirements or industry standards (eg: Privacy Policy, Charitable Donations Policy);
- c. establishing programming or technical standards and procedures (eg: Athlete Selection, Officials' Appointments);
- d. articulating operational standards (eg: Financial Policies, Employee Policies);
- e. determining individual behaviour expectations (Conflict of Interest Policy, Code of Conduct Policy);
- f. guiding organizational responses (eg: Discipline Policy, Appeals Policy, Dispute Resolution Policy); and
- g. ensuring proactive and appropriate representation and activation of policies to support broad participation in field hockey and Canada's evolving social mores (eg: Transgender Policy, Equity, Diversity and Inclusion Policy).

Additional policy needs may be identified in response to new issues or topics requiring a formal and consistent response.

5.1.1 Next Steps

The group or individual who proposes a new policy will contact the CEO about the emerging need, the objectives and rationale for the development of a formal document, and the anticipated outcome of the policy:

- a. if an existing policy already addresses the topic or issue under discussion, no further action is taken at this time;
- b. if an existing policy can be appropriately expanded or revised to address the topic or issue under discussion, the CEO will work with the responsible committee regarding potential revision of the policy; or
- c. if the CEO determines that a new policy document is required to address the topic or issue, the CEO will advise the Board of such a need and the proposed policy objectives and will direct policy development in accordance with Section 5.2.

5.2 Development of a Policy

5.2.1 Policy Development Assignment

Development of a specific draft policy will be assigned to an individual or group as determined by the CEO, with the following stipulations:



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- a. program-based and technical policy drafts will be the responsibility of the applicable technical staff member and/or technical committee;
- b. operational or membership policy drafts will be the responsibility of the appropriate staff person;
- c. governance policy drafts will be the responsibility of the Governance Committee; and
- d. external expert assistance may be utilized in the development of policy drafts, if approved by the CEO, and only if any expenses incurred are within the approved FHC budget.

The CEO will keep the Board apprised about any policies under development, with general information about expected content and timelines.

5.2.2 Draft Policy Content

The following will be taken into account for content:

- a. Draft policies must comply with existing legislative or industry requirements.
- b. Member Associations will be asked to provide input and/or feedback in policy areas that touch on their areas of responsibility.
- c. Industry expertise should be utilized to ensure relevancy and accuracy. (eg: CAC, COC, FIH, other NSOs)

5.2.3 Timing

The complexity of creating policy content will vary, along with the time needed for proper development and feedback. Sufficient time to consider industry examples, policy impact and alternative content must be built into the policy development process.

The CEO will determine a timeline with the lead development person or committee or will set the timeline for development of a particular policy. Timelines will allow for pertinent research to be gathered, input be collected from Members or other interested parties, and feedback to initial concepts and draft materials received.

5.2.4 Policy Format

Every policy document will use the approved FHC policy format.

5.3 Policy Approval

FHC Policy approval is the responsibility of the FHC Board of Directors. Until Board approval is given, a policy document is a “draft” and not an official policy of the corporation.

5.3.1 Approval Materials

- a. Directors will be presented with the draft policy plus a brief overview providing the rationale, anticipated outcomes, suggested activation timelines and anticipated organizational changes resulting from the policy approval.

5.3.2 Approval / Non-Approval Steps

Directors will have at least 14 days to review a draft policy prior to inclusion on a meeting agenda for discussion. Complex policy proposals may require additional review and discussion time for the Board prior to final approval:



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- a. The Board will, by majority resolution, make one of the following decisions when a draft policy is discussed at a Board meeting:
- b. the revised or new policy is approval and adopted as presented, with a specific activation date;
- c. the revised or new policy is approved with minor Board amendments, with a specific activation date;
- d. the revised or new policy is not approved but sent back to the proposing committee or individual with specific instructions for revisions, or further collaboration, or inclusion of new information. New timelines will be given for the requested work; and
- e. the revised or new policy is rejected with no further work to be done at this time.

Policy decisions must be recorded in the Board Meeting Minutes. The proposing committee or individual will be advised of the outcome of the discussions by the CEO within 48 hours of the Board meeting.

6. COMMUNICATION OF POLICIES

It is in the interest of FHC and its Members and registered participants to communicate policies widely and effectively. The field hockey community should be aware of the expectations that FHC has of itself and its registered participants.

- a. All FHC policies will be available to Members and Registered Participants through the FHC website.
- b. Policy documents will be available in .pdf format on request from the FHC office.
- c. All policies will be available in both Official Languages.
- d. When appropriate, educational forums will be offered to the membership or to smaller groups within the membership, in support of a specific FHC policy and the rationale behind it. These educational forums may range from a supporting memo to a national athlete workshop to an AGM presentation.

7. MONITORING POLICIES

All policies require ongoing monitoring by the applicable lead person or committee. Monitoring responsibilities include ensuring:

- a. continued applicability of the policy to the current and future realities of a program or service (eg: technical language or standards);
- b. continued compliance through the policy with legislative or funder requirements;
- c. ability of the policy to support FHC's Mission, Vision and Values, and help achieve strategic goals and priorities;
- d. fit of the policy with evolving operational or membership practices; and
- e. adherence through the policy with industry standards and expectations.

As necessary, procedures may be developed by the lead person or committee to support implementation or activation of a policy. The procedures should be documented and monitored on an ongoing basis with adjustments as needed.



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8. REVIEW OF POLICIES

The review of each policy is the responsibility of the CEO or applicable committee. This responsibility and the review timelines (annual or every two years) is stated in the overview table at the top of each policy document.

Ongoing monitoring may identify the need for some revisions. Minor revisions might be delayed until the formal review process is undertaken, but if necessary, major revisions can be initiated without waiting for the formal review timelines.

The formal review process should:

- a. identify portions of a policy that have proven, after implementation, to be ambiguous or too complex;
- b. address issues or situations that have arisen in the corporation within the same or a similar topic area through policy expansion or clarification;
- c. check on changes in the sport system or charitable industries;
- d. proactively ascertain policy requirements in the next 2 – 3 years; and
- e. maintain continuity and consistency between FHC policies and Member Association policies, as may be appropriate.

Identified policy revisions will be communicated to the CEO and initiated under Section 5.1.1.b .

9. RESCINDING POLICIES

Policies that are no longer relevant and should be abandoned, or policies that been incorporated into other policy documents should be officially “rescinded” through resolution at a Board of Directors meeting.

10. MANAGEMENT OF POLICY DOCUMENTATION

Management and retention of all approved versions of policy documents is the responsibility of the FHC office, with adherence to records management standards and requirements.