1. Purpose:

Field Hockey Canada (FHC) recognizes that effective policy governance is dependent upon a skilled and effective CEO (CEO) and a healthy CEO-Board relationship that is grounded in mutual 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 direction so that the CEO may conduct the operations of the association effectively and efficiently.

2. Application:

This Policy applies to the CEO of FHC and indirectly, the committees, volunteers and staff that report to the CEO.

3. Definitions:

The following term applies in this Policy:

- "CEO" – The person occupying the position of CEO or in his/her absence, the individual designated to fill this role.
- "Board" – applies to elected Field Hockey Canada Board of Directors.
- "Employee" – applies to an individual that is employed by Field Hockey Canada on a full-time, part-time, contract or honorarium basis, that is not the CEO.

4. General Direction and Limitations:

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

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

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

- 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
- The CEO must not significantly alter the organizational direction of the association without the express consent of the Board.

5. Financial Conditions & Activities:

The CEO must not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities as established by the Board. Accordingly, the CEO must ensure that:

5.1. 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;
5.2. Funds are not expended on operations not included in the strategic plan;
5.3. 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;
5.4. Any long-term reserves are not used except as approved by the Board;
5.5. Tax payments or any other government payments or filings are not allowed to become overdue or be inaccurately filed;
5.6. Credit card payments are not allowed to become overdue so that credit cards attract interest charges;
5.7. The required approvals of all cheques, contracts, documents, or any instruments in writing requiring the signature of the Association, are obtained;
5.8. Restricted contributions are not used for any purpose other than that designated by the contributor or that receipt of committed contributions is not jeopardized;
5.9. The Federal Charitable status of FHC is not endangered.

Financial Conditions and Activities must be monitored as follows:
5.10 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;
5.11 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;
5.12 The CEO must ensure that the Board is informed of overspending incurred by FHC;
5.13 The CEO must notify the Board in a timely manner any event that could affect the financial security of the organization
5.14 The CEO must present a plan for regaining compliance when reporting 5.13 and 5.14.

6. Business and Financial Planning:

The CEO must not cause or allow budgeting for all or any part of a fiscal year that is not consistent with the generally accepted accounting practices. Accordingly, the CEO must ensure that:
6.1. 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;
6.2. A business plan and budget is presented to the Board at least fourteen days prior to a Board Meeting convened to consider the Business Plan and Budget; and
6.3. 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.

Business and Financial Planning must be monitored as follows:
6.4 Annually by the Board at the first Board meeting each calendar year.
6.5 Material change must be monitored any time and on an exception basis.

7. Asset Protection:

7.1. The CEO must not allow the tangible and intangible assets of FHC to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the CEO must:
7.2. 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;
7.3. Maintain an inventory of all property valued at over $300.00 and FHC capital property as necessary for insurance purposes;

7.4. Ensure a minimum of $2 million in Officers' and Directors' liability coverage insurance and general liability coverage for staff and volunteers;
7.5. Ensure adequate protection of intellectual property, proprietary material or content and files from loss or significant damage;
7.6. Not acquire, encumber or dispose of real estate property (land or building); and,
7.7. Not invest FHC liquid and operating capital in anything other than Canada Deposit Insurance Corporation (CDIC) insured accounts.

Asset Protection must be monitored as follows:
Sub sections 7.1 to 7.4 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.
Sub sections 7.5 and 7.6 by exception reporting.

8. Treatment of Staff, Contractors and Volunteers:

The CEO must ensure that conditions, procedures or decisions are safe, fair, dignified and/or respectful. Accordingly, the CEO must ensure:
8.1. The existence of written and Board approved human resources policies and procedures;
8.2. That staff are not prevented from grieving to the Board when internal procedures have been exhausted; and
8.3. There is no discrimination against a staff member or volunteer for non-disruptive expression of dissent.

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

9. Compensation and Benefits:

With respect to employment, compensation and benefits for employees, contractors and volunteers, the CEO must not cause or allow jeopardy to fiscal integrity. Accordingly, the Chief Executive Officer must:
9.1. 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;
9.2. Propose to the Board for approval, a compensation and benefits program for all employees, except the CEO, consistent with the delegation of authority;
9.3. Ensure a transparent hiring process for all employees;
9.4. 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;
9.5. Provide job training as needed for staff and offer opportunities for professional development training;
9.6. Establish the principles that give guidance to staff when performing their duties;
9.7. Inform the Board of all contract staff agreements that are required that are not supported within the existing budget.

Compensation and Benefits must be monitored annually.

10. Treatment of Customers and Stakeholders:

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

10.1. Not operate in the absence of a standardized consultation process;
10.2. Ensure that access to information appropriate to the requesting customer or stakeholder is not restricted;
10.3. Ensue that customers 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.

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

11. Communication and Support to the Board:

The CEO must not allow the Board to operate in the absence of the most and applicable documentation and information. Accordingly, the CEO must:

11.1. Submit monitoring data required by the Board in a timely, accurate and understandable manner, directly addressing the provisions of the Board Policies being monitored;
11.2. 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;
11.3. Provide all items on the Board's agenda delegated to the CEO;
11.4. Ensure the necessary administrative support for successful Board activities or Board involvement in FHC events;
11.5. 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);
11.6. Advise the Board if, in the CEO's opinion, the Board is not in compliance with its own policies and procedures;
11.7. 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.

12. Public Image:

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

12.1. Ensure the existence of appropriate and effective communications and public relations operational procedures;
12.2. Not permit the use of FHC resources to participate in or express an opinion about unrelated political, social or economic issues;
12.3. Not permit any type of presentations that conveys or portrays information that is contrary to policy;
12.4. 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;
12.5. Ensure that any non-standard use of the FHC logo, FHC championship or competition logos and proprietary marks, is not permitted;
12.6. Not change FHC's name or substantially alter its identity or brand/event image.

Public Image must be monitored on an exception basis.

13. Partnerships and Alliances:

The CEO must not operate without encouraging corporate and public involvement in FHC's initiative, to help maximize efficiencies and effectiveness in the use of resources to better achieve the Board's strategic plan. Accordingly, the CEO must:

13.1. Ensure that appropriate input from dembers, staff, stakeholders and volunteers, is obtained when developing means for achieving the strategic plan; and,

13.2. Not allow corporate sponsorship or partnerships with any organization whose principles, practices or products are inconsistent with FHC's policies or core values.

Partnerships and Alliances must be monitored on an exception basis.

14. Succession Plans:

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

Create a contingency plan for the CEO's unexpected long-term absence or incapacity;

Operate with a designated second-in-command;

Ensure staff are informed of the policies, issues and processes of the operation of FHC and its Board;

Ensure appropriate short-term and long-term staff succession plans.

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

15. Disputes, Grievances and Appeals:

With respect to disputes, grievances and appeals, the CEO must not cause or allow conditions, procedures or decisions that disallow individuals from filing a grievance or appeal to the Board. Accordingly, the CEO must not:

Let the Board be unaware of situations where, in the CEO's opinion, the Board is not in compliance with its own policies or is operating in the absence these policies; and

Fail to advise the Board of situations operating without a grievance/appeal policy for volunteers, staff and contractors.

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

Approved by Board of Directors
January 3, 2019