

Canadian Fencing Federation Risk Registry – August 2015

Context

This risk registry was created following a two-day Risk Management Workshop held on August 19-20, 2015 with the following Board members from CFF: Brad Goldie, Caroline Sharp, Brian Gilchrist, Tim Stang, Cheryl Tataryn, Valerie Keys and Lawrence Bishop, as well as a facilitator from the Sport Law & Strategy Group Dina Bell-Laroche and her associate LeeAnn Cupidio. Jason Robinson, an observer from the Sport Law & Strategy Group also participated. The risks summarized in this Registry are the high level risks identified by the participants throughout the workshop.

Background

The Risk Management Workshop draws from the Australian/ New Zealand Risk Management Standard (AS/NZS 4360:1999) and the International Standard (ISO 31000:2009E) guidelines, along with the knowledge generated from having facilitated over 40 risk management workshops with national and provincial sport organizations. The project is coordinated by the Sport Law & Strategy Group on behalf of the Canadian Centre for Ethics in Sport (CCES), and has generated significant insight into how sport organizations can identify, assess, plan for and manage the high-level risks they face on a daily basis. Of note, this comprehensive approach to risk management takes into account the organization's values and in so doing empowers the participants to consider ways to not only minimize risks, but also seek out new opportunities.

Definitions

Risk: The effect of uncertainty on achieving desired outcomes

Risk Management: An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization's values

Significance of a risk: The combined ranking of the possibility of a risk occurring and the consequence should it occur.

Possibility (P)

- Unlikely** – less likely to happen than not; occurs every 10 years
- Possible** – just as likely to happen as not; occurs once every year
- Probably** – more likely to happen than not; occurs once a month
- Almost certain** – sure to happen; occurs once a week

Consequence(C)

Minor – will have an impact on the achievement of the objective that can be dealt with through internal adjustments

Moderate – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery

Serious – will significantly impact the achievement of the objective

Catastrophic – will have a debilitating impact on the achievement of the objective

Risk Management Principles: The International Standard Organization (ISO 31000:2009E) principles that were used to develop the process for this workshop:

- ✓ Risk management creates and protects value
- ✓ Risk management is an integral part of all organizational processes
- ✓ Risk management is part of decision making
- ✓ Risk management explicitly addresses uncertainty
- ✓ Risk management is systematic, structures and timely
- ✓ Risk management is based on the best available information
- ✓ Risk management is tailored
- ✓ Risk management takes into account human and cultural factors into account
- ✓ Risk management is transparent and inclusive
- ✓ Risk management is dynamic, iterative and responsive to change
- ✓ Risk management facilitates continual improvement of the organization

Existing measures: These are the current strategies, practices, procedures, programs and initiatives that the organization already has in place to reduce the likelihood of the risk occurring or reduces its consequences should it occur.

Possible measures: These are the ideas for new strategies, practices, procedures, programs or initiatives that were generated during the risk management workshop.

Communications: Risk communication helps CFF to understand and communicate what its risk tolerance is, thus potentially resulting in new behaviours and decisions. To be effective, every risk management measure requires a communications component that is captured in the risk registry. While risk communications alone does not address all risks, effective communications are essential aspects of all risk management measures. In some cases, risk communication can help to prevent a risk from occurring.

Commitments: These are the agreed-upon actions that CFF will pursue to address an area of risk.

Monitoring: The person or group responsible for assigning or taking responsibility for the management of the risk.

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Timelines

The following timelines were outlined at the workshop and are captured below:

Process Options	Timeline	Lead
Finish RR - draft	August 31	LeeAnn
Review Draft (**use of GoToMeeting**)	Sept. 30	Dina & ED
Share with Board	By beg of October	Valerie & ED
Draft and approve RM Policy	By Dec. 31 st	Board
Share with PSO's	Aug 2015 – info Aug 2016 – RM Workshop	Board
Share with Clubs	Legacies Now Document	ED
Share with Committees	2017	
Share with Athletes/coaches	TBD	

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SAMPLES OF HIGH LEVEL RISKS IDENTIFIED BY PARTICIPANTS OF CFF RISK MANAGEMENT WORKSHOP							
<i>Risk</i>	<i>Significance</i>	<i>Existing Measures</i>	<i>Recommended Action</i>	<i>Possible Measures</i>	<i>Commitments to 2016</i>	<i>Communications</i>	<i>Risk Owner</i>
<p>2. Risk that we are not as aligned as we need to be with PSO's (due to lack of capacity at both ends)</p> <p>Context:</p> <p>Missed opportunities: no shared vision, (or does not get adequately passed on to members at PSO level).</p> <p>Alberta moving away from competition into rec, so membership numbers likely to drop. If can align with them, can capture those numbers back.</p> <p>Maritime provinces at risk of dissolving</p> <p>High Performance Program</p>	<p>Likelihood = Almost Certain</p> <p>Consequence = Serious (impacts numbers if can't gain trust)</p> <p>Rank = VERY HIGH</p>	<p>Involved PSO's when developing strat plan: they identified the pillars; Creation of national membership portal spanned from this.</p> <p>Conducting competition review as part of LTAD: established a committee but engagement is lacking</p> <p>Produced a National Ranking System that has the ability to easily produce provincial rankings but provinces do not taking advantage of it.</p> <p>OUA circuit well established with 14 schools in Ontario. The structure and willingness of schools is promising- Atlantic league recently started back up again. Still working on Quebec.</p> <p>Launched University championships (3rd year): initiated Banner for the school with winning university.</p>	<p>REDUCE</p>	<p>Delegate who (which PSO) will be responsible for what, rather than all doing same thing.</p> <p>Consider entering into MOU with each province re: how you can help each other.</p> <p>Educate members on what has been accomplished in last year – exemplary and more in line with other NSO's.</p> <p>Create opportunity for face to face meetings with relevant people and communicate fact that this is deemed relevant by SC and is funded by SC so get involved!</p> <p>Consider a formalized national outreach program – initiation into sport to help PSO's recruit members.</p> <p>Offer school age programs – compare practices of other province</p> <p>Go back to CIS and show them all that has been done in last year; Consider establishing ad hoc University Committee. Consider college market: while none in Ontario, Quebec does.</p>			

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requirements vary across provinces Club development difficult b/c no direct interaction				Be proactive and Develop Maritime strategy to help get them back on their feet.			
4. Risk that we do not have a Succession Plan in place to deal with immediate loss or planned exit for board and staff Context Lean staff – risk of burnout.	Likelihood = Almost Certain Consequence = Moderate Rank = High	BOARD: There is nothing in place; actively seeking out and grooming those who may be interested in getting involved. Use SIRC when appropriate STAFF: Provide flexible work environment, opportunity for PD	REDUCE	Develop a Succession Plan or Business Interruption Plan Develop and Create TOR for a Nomination Committee Place Ad for Director with certain skill set. Consider alumni athletes – any champions there you can draw from? Ensure staff are happy: provide PD opportunities; offer flexibility, job sharing, etc.; think of ways to make them want to stay.			
7. Risk that we lack the capacity to achieve our strategic direction	Likelihood = Almost certain	Have operational committees and structures in place to meet our 2020 plan: Veterans; HP; Historical; Competition; Officials development; Coaches	REDUCE	Consider utilizing partnerships with PSO's for certain projects Use this when reporting back on strat plan			

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Context: Lean staff Lack of volunteer resources or willing expertise Limited budget	Consequence = Serious Rank = High	Hired part-time contract employee to assist with event management, etc. Recognized need to focus on veterans more Transition plan in place to transfer responsibilities from ED to staff. Communicated with True Sport re: club mark but want to create our own. Phased in approach being used throughout transition: <u>2015 priorities:</u> development of historical, HP, Competitions, veterans. <u>-2016/17 priorities:</u> Officials, Club Development Progress made in rewriting NCCP program, attended networking meetings to share ideas/solutions for development, etc.		Consider using a Gant Chart to map this out. Consider contracting a 3 rd party to assist with lack of technical expertise Choose at least 2 clubs who would be exemplars to work on pilot project for club mark – “help build Fencing in Canada”. Share phased in approach to achieving strat plan objectives and deliberate messages to members what we are doing is working! Consider hiring bookkeeper to free up ED’s valuable time Conduct mid-term review of strat plan priorities – where are we, what to focus on and when? Over next year, develop coaching strategy on how to get this group aligned.			