



Risk Management 101 ... what sport leaders need to know

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Sport Law & Strategy Group



Providing strategic insight to the Canadian sport community through professional services in these areas:

- ✓ Legal Solutions and Policy Development
- ✓ Risk Management, Strategic Planning and Good Governance
- ✓ Communications, Facilitation and Integral Coaching™
- ✓ Event Management and Marketing
- ✓ Financial Planning and Human Resource Management

Our Values

We strive for excellence in all we do, and provide exceptional value to our clients. We embrace the following values:

- ✓ **Professional Integrity** – we believe in acting fairly, ethically and with compassion
- ✓ **Continuous Learning** – we invest in learning, both ours and yours
- ✓ **Passion** – we want to make a difference in sport



Some Of Our Clients

CCES



SWIMMING/NATATION
CANADA.



**CURLING
CANADA**



**FREESTYLE
SKI
ACROBATIQUE**



Canadian Cycling Association
Association cycliste canadienne



**TRUE
SPORT**
LIVES HERE

COACHES
of Canada

EQUINE  HIPPIQUE
CANADA

CABC
COACHES ASSOCIATION
OF BRITISH COLUMBIA



CANADA



**SYNCHRO
CANADA**



—JEUX DU—
CANADA
—GAMES—



RCGA
Royal Canadian
Golf Association | Association Royale
de Golf du Canada



CANADA



**ONTARIO
BASKETBALL**



ONTARIO UNIVERSITY ATHLETICS
UNIVERSITÉS UNIVERSITAIRES DE L'ONTARIO



Athletes **CAN**



SPORT CANADA

Overview

- ✓ Goal of the workshop is to:
 - Increase your understanding of risk management
 - Use common risk management framework to analyze risk
 - Share good practices
 - Inspire you to get started

How Well Are You Doing?

How well does your organization manage risk?

- ✓ Really effective – we rock at it
- ✓ Somewhat effective – we still have room to improve
- ✓ Not effectively at all – we need to do a lot better



A Better Way to Manage

Various organizational practices help us leverage our organization's assets and facilitate progress:

- ✓ Risk management
- ✓ Good governance
- ✓ Strategic planning
- ✓ Leadership development
- ✓ Crisis management
- ✓ Auditing practices
- ✓ Cultural transformation
- ✓ Change management



High Performing Sport Organizations

- ✓ Have the right governance model to achieve strategic ends
- ✓ Have relevant strategic and financial plans that are approved, monitored, shared and updated
- ✓ Have developed the means to strategically communicate with its key stakeholders
- ✓ Have updated policies that meet legal expectations & humanistic needs
- ✓ Have a strong culture, based on shared values
- ✓ Have a integrated risk management into their decision-making at all levels

Some Common Risks for NSOs

- ✓ Lack of personnel capacity (coaches, officials, administrators, volunteers)
- ✓ Lack of succession planning
- ✓ Lack of capacity at all levels to implement CS4L
- ✓ Paralyzed by policies
- ✓ Ineffective communications
- ✓ Outdated governance model
- ✓ Complaint, dispute or scandal in the media
- ✓ Excessive and conflicting expectations from stakeholders
- ✓ Very little investment in strengthening culture
- ✓ Lack of alignment between NSO/PTSO/Club

CCES Risk Registry

www.cces.ca/risk-registry

Risk Registry

[Home](#) » [Ethical Issues](#) » [Weak Governance](#) » Risk Registry

The Canadian Sport Risk Registry contains a number of common risks and is updated following each [Risk Management Workshop](#). The risks and solutions are presented generically and anonymously, to provide insight for sport leaders to think differently about the risks that are 'keeping them up at night'.

Search

SEARCH

Reset

Filter

Communications

Disputes

Finance

Governance

Liability

Ltad

Partnerships

Personnel

Recruitment

Risk For Athletes

Safety

Volunteers

▸ Conflict resolution management

▸ Lack of capacity to implement LTAD

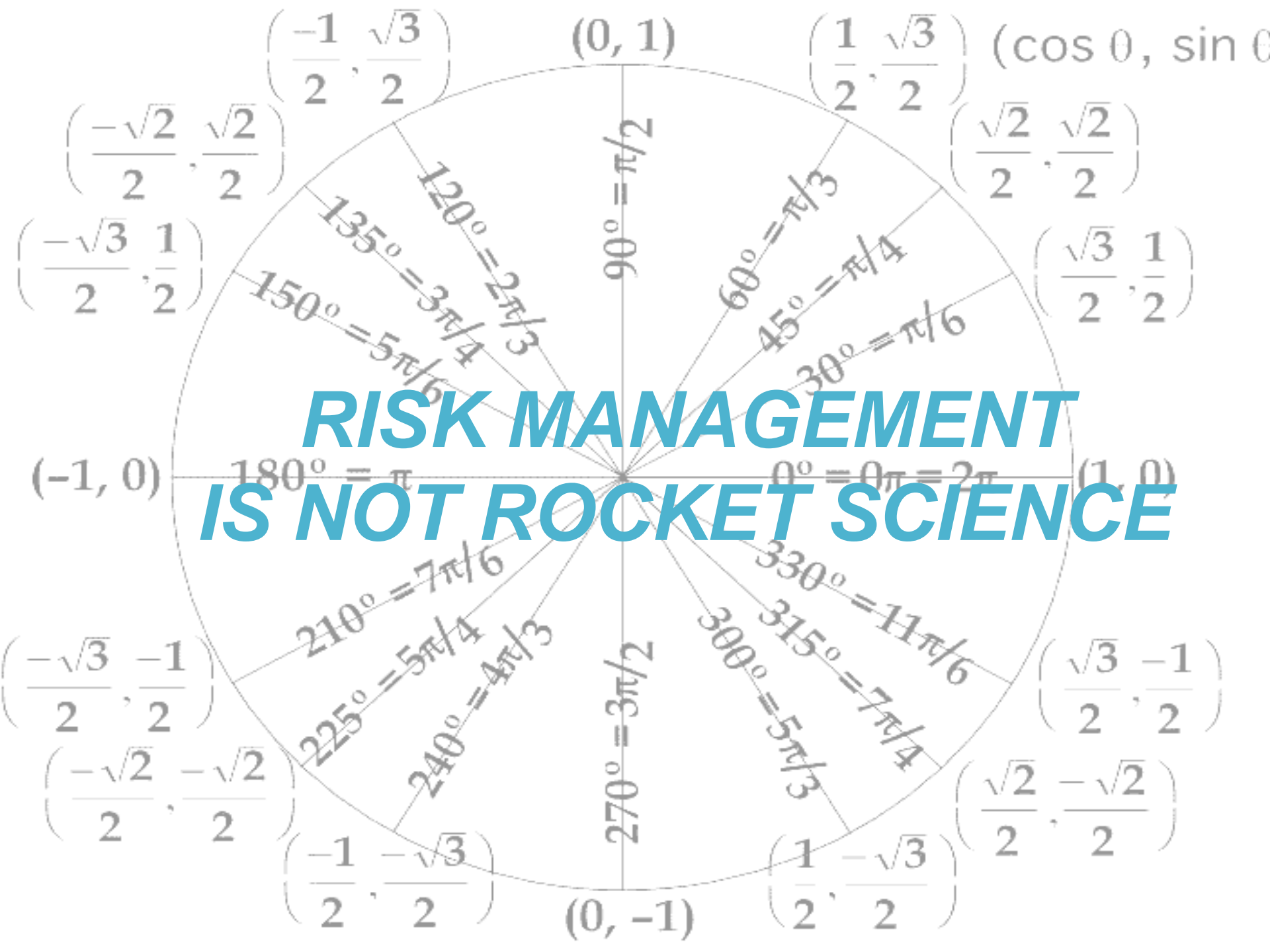
▸ Lack of collaboration and partnerships to enhance sport delivery system

▸ Lack of depth and balance of sport performance across the country

▸ Lack of financial stability

▸ Lack of qualified staff

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Definitions ...

RISK →

- ✓ The effect of uncertainty on achieving desired outcomes

RISK MANAGEMENT →

- ✓ The process used to identify, assess and treat risks so as to better achieve desired outcomes

Definitions ...

RISK MANAGEMENT PLAN →

- ✓ Formal commitments by an organization to **implement, monitor and evaluate** identified risks. This can be **communicated** through a risk registry.
- ✓ These commitments are reflected in the organization's **risk management policy** and other **planning documents**

Identify Risks



- ✓ Compliance Risks
- ✓ External Risks
- ✓ Financial Risks
- ✓ Governance Risks
- ✓ Communications Risks
- ✓ Operational/Program Risks
- ✓ Reputation Risks

Evaluate the Risk

Almost certain

Probable

Possible

Unlikely

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Minor

Moderate

Serious

Catastrophic

C o n s e q u e n c e

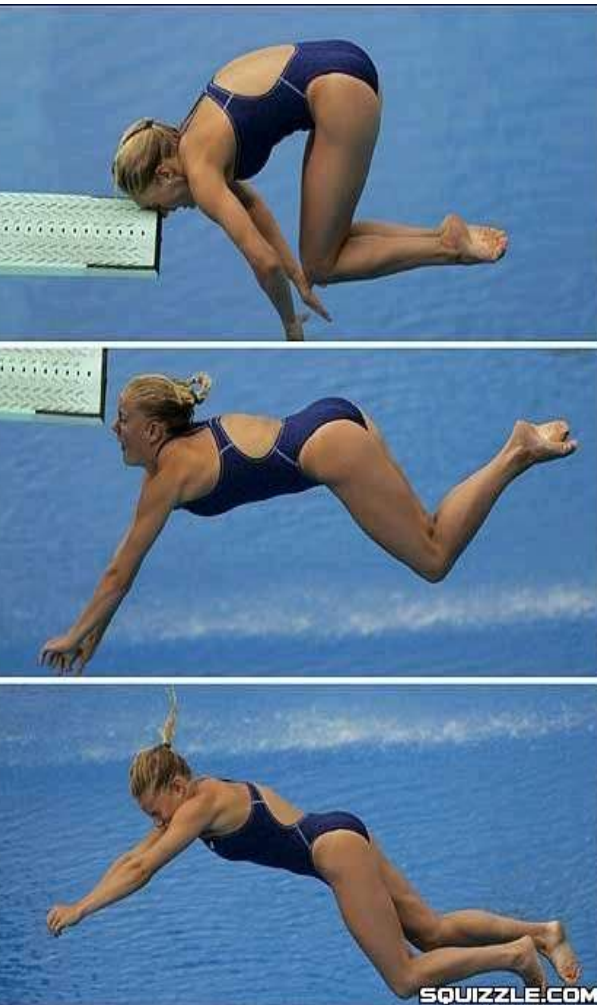
Consequence	Health & Safety	Performance	Reputation	Loss / Damage	Planning	Values
MINOR	First aid treatment	Did not achieve performance objectives in X out of X	Public concern restricted to local complaints	\$1000 - \$5000	Short-term delay of achievement of planned outcomes	Low infringement of your values
MODERATE	Medical Treatment/ Leave of less than 1 week	Did not achieve performance objectives in X out of X	Minor, adverse local public or media attention and complaints	\$5000 - \$10 000	Not able to meet planned outcomes due to competing priorities	Internal infringement of your values
SERIOUS	Classified Injury (LTI or restricted work case)/ Leave of less than 3 months of senior staff	Did not achieve performance objectives in X out of X	Attention from media and / or heightened concern from community	\$10 000 - \$20 000	Not able to meet planned outcomes that impact funding obligations or partner expectations	High infringement of your values – Unintentional breach of policies
CATASTROPHIC	Fatality or severe permanent disability/ Long-term leave of ED	Did not achieve any performance objectives	Significant adverse national media/public attention	< \$20 000	Not able to meet mandatory outcomes to fulfill funding and partner requirements and expectations	Very High infringement on values - Intentional breach of policies

Likelihood

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

Analyze Risks...

Obvious, foreseeable



Analyze Risks...

Not obvious, but maybe foreseeable



taakana
heese

SQUIZZLE.COM

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OF ETHICS SPORT

CENTRE CANADIEN
D'ÉTHIQUE SPORT

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Analyze Risks...

Foreseeable – but to this severity?



Risk Treatment Options

- ✓ **Retain the risks:** you don't do anything because the risk is inherent in the sport
- ✓ **Reduce the risks:** you take steps to reduce the likelihood of occurrence, and/or the consequences, largely by changing human behaviour
- ✓ **Transfer the risks:** you accept the level of risk but you transfer this risk to others through contracts
- ✓ **Avoid the risks:** you decide simply to NOT do something

Choice of Strategy

Risks occur along a continuum from low to high ...

Low Medium High Catastrophic

—————→

Retain Reduce Transfer Avoid

Treatment strategies tend to follow a pattern also ...

Most Times the Solutions are Easy



The Mushy Middle...

High likelihood – high consequence **H**

High likelihood – low consequence **M**

Low likelihood – high consequence **M**

Low likelihood – low consequence **L**



Impact

- ✓ Risk registries are being integrated into strategic plans
- ✓ More are publicly expressing their commitment to True Sport
- ✓ Process shared at AGMs
- ✓ Made risk management an internal, on-going staff function
- ✓ Developed strategies to communicate risks
- ✓ Policies are being simplified
- ✓ Risk analysis included in decision-making
- ✓ Exploring how Management by Values can enhance performance
- ✓ Club Excellence Program
- ✓ Imagine Canada's Standards Initiative
- ✓ Risk Management Program and How to Guide
- ✓ LegaciesNow Risk Management Guide

Remember Also...

“Risk management isn't about policies, procedures and training – it is about creating a culture that supports risk awareness”

**Melanie Lockwood-Herman,
Non-Profit Risk Management Centre**

High Level Risks

What is keeping you up at night or what are the possibilities and strategies you want to get to but can't because you are too busy putting out fires?



For more information:
www.sportlaw.ca
