

Annex “A” to Cross Country Canada (CCC) – Risk Management Policy Program Matrix

The following risk management matrix has been developed to assist CCC as it strives to ensure it manages all risks related to programs/ operations, external, governance, strategic, finances, image, communications, and compliance. When scanning for risks, CCC staff and volunteers may determine that the best risk treatment strategy is to develop a risk registry that captures the organization’s commitment to managing each risk in a documented, methodical, logical, and proactive manner. These individual risk registries will serve as a corporate memory of the organization’s actions and commitments to managing known risks according to CCC’s risk management policy.

Risk Category	Significance	Risk Control Measures	Responsibility	Reporting/Communication
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<p><i>Operational/Program Risks</i> Risk related to key programs in the areas of coaching and athlete development (CAD); human resources management risk; capacity requirements to meet member and program expectations; heavy reliance on performance results of National Ski Team; activities of divisions and clubs at CCC sanctioned events; risk associated with vehicle use; succession planning for staff and volunteers in this area.</p>	<p>High</p>	<p>Staff pay and benefits policy</p> <p>Update job descriptions and employment agreements</p> <p>Administer CCC insurance program</p> <p>Technical packages and hosting policies for Divisions/Clubs</p> <p>Race Sanctioning policy (including waivers)</p> <p>Vehicle use policy</p> <p>Coaches and officials training and certification programs</p> <p>Athlete agreements</p> <p>Athlete and coach codes of conduct</p> <p>Dispute resolution policy</p> <p>Harassment policy</p>	<p>ED</p> <p>ED</p> <p>Director of Admin and Communication (DAC),</p> <p>Director of Events</p> <p>Director of Events</p> <p>ED</p> <p>Director of CAD</p> <p>High Performance Director (HPD)</p> <p>HPD and ED</p> <p>ED, HPD</p> <p>DAC and ED</p>	<p>CCC is committed to proactive communicating its expectations related to operational and programs risks. Ensuring that its members are receiving the information they require to adhere to CCC standards is a critical aspect of managing this risk area.</p> <p>All policies, procedures and processes should be available on the CCC website. Changes should be communicated in a timely manner.</p>
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<p><i>Compliance Risks</i> Risk related to existing laws and regulations for employment, workplace safety, new Not-for-Profit Corporations Act, tenant legal responsibilities, RCAA charitable status, Imagine Canada standards, anti-doping standards, contractual standards, Sport Canada/OTP standards for funding and accountability.</p>	<p>Low</p>	<p>Adherence to applicable laws, regulations and standards</p> <p>Tenants' legal liability insurance</p> <p>Anti-doping Policy</p> <p>Monitor NPCA and RCAA changes</p> <p>SFAF reporting and compliance</p>	<p>ED (including all staff)</p> <p>DAC</p> <p>HPD</p> <p>ED</p> <p>ED</p>	<p>The CCC will be proactive in communicating new changes to meet compliance requirements in a planned and phased-in manner. The objective is to ensuring that its staff, volunteers, divisions and clubs have adequate time to adhere to any new regulations. This means that CCC must plan its communications activities proactively.</p>
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<p><i>Communication Risks</i> Risks related to internal and external communications; information management systems; crisis and issues management; media relations; risks related to managing reputation; image management; missed opportunities to promote and meet success outcomes; intellectual property; social media management; confidentiality.</p>	<p>High</p>	<p>Ensure adequate HR dedicated to communication risks</p> <p>Create communications plan and matrix identifying responsibilities (including social media components)</p> <p>Policies to protect privacy, confidentiality and security of data and information (including back-up of data by off-site staff)</p> <p>Program Directors to regularly assess and advise ED of communication risks associated with their program area.</p> <p>Crisis management plan</p>	<p>ED and Board</p> <p>Director of Marketing and Communication</p> <p>DAC</p> <p>Program Directors</p> <p>ED/DAC</p>	<p>Having up-to-date policies in place can help to reduce these risks – ensuring that policies are not outdated is a critical aspect of managing IT related risks.</p> <p>Anticipating communication risks will allow CCC to prepare for contingencies and plan to address issues.</p> <p>Planning ahead of time what CCC will do in the event of a crisis and ensuring that its key staff and volunteers are aware of what to do when a crisis happens is a critical aspect of managing communications-related risks.</p>
<p><i>External Risks</i> Risks that are not in direct CCC control – government funding frameworks, OTP funding, FIS relations, involvement in Canadian Snowsports Association, WinSport partnership.</p>	<p>Moderate</p>	<p>Continually monitor external environment for risks and adapt as required</p>	<p>ED, DHP and Board (where applicable)</p>	<p>By analyzing these risks in a thoughtful and proactive manner, CCC may be able to communicate more effectively with external partners to help avoid, reduce or eliminate risks in this category.</p>

<p><i>Governance Risks</i> Risks related to decision-making and oversight; organizational structure and performance; management of conflict among members, staff and volunteers; succession planning for Board and committees; by-laws and charitable status.</p>	<p>Moderate</p>	<p>Board Governance Policy Board Member Job Descriptions Committee Terms of Reference Grievance, dispute resolution and appeal policies Nominating practices</p>	<p>Board Board ED ED Board</p>	<p>Many of these risks can be avoided by ensuring that people have access to the information they need to make better decisions. Using CCC's values in a more proactive manner can help ensure that decisions reflect CCC's culture.</p>
<p><i>Financial Risks</i> Risks related to management of good financial practices; minimizing unethical practices; greater flexibility to direct funds; sponsorship retention; management of an endowment funds; long-term financial sustainability.</p>	<p>Moderate</p>	<p>Independent financial audit Credit card policy Variance reporting Conflict of interest policy Volunteer screening Sponsorship policy and servicing</p>	<p>Board/Audit Committee ED DAC/Treasurer Board ED Director of Business Development</p>	<p>Communicating expectations and standards is a critical aspect of managing this risk.</p>
<p><i>Strategic Risks</i> Internal risks within CCC control taking into account strengths, weaknesses, opportunities, aspirations and results; remaining vital and relevant; accommodating current trends; planning for the future; retention and transfer of knowledge; staff and volunteer succession.</p>	<p>Low</p>	<p>Strong commitment to strategic planning process Place priority on identification, recruitment and retention of key volunteers and staff</p>	<p>Board ED</p>	<p>CCC will continue to assess the environment when making decisions. Using environmental scan analysis enriches the decision-making process and further assists CCC in managing risks in an informed manner.</p>