



VOLUNTEER SCREENING AND PRIVACY PROTECTION TOOLKIT FOR MINOR HOCKEY ASSOCIATIONS

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INTRODUCTION

Volunteers frequently have a highly public role on behalf of hockey associations; they are persons that parents and children dealing with the association see first and most often.

Though a relatively new concept, volunteer screening is being adopted by a growing number of organizations. The process includes assessing risk, writing position descriptions, discerning suitability of an individual for a given task, providing training and, when necessary, modifying the setting and arrangement of task. This module is tailored for use by the volunteer Hockey Association – keeping in mind limitations of time, but also recognizing the importance of keeping children safe.



This Screening and privacy protection toolkit has been created for the exclusive use of any Minor Hockey Association within the Ottawa and District Hockey Association. It provides information on the comprehensive ten steps of screening and includes easy to use templates for implementing screening at the local association level. It is the belief of this author that many associations are currently implementing a number of the screening steps and by taking a coordinated approach the risk to children and the association can be minimized.

As technology changes the way we do business, legislation has been passed to protect a person's information that is stored electronically; this is known as the *Personal Information Protection and Electronics Document Act* (PIPEDA). With the use of common sense and a heightened awareness of the sensitivity of personal information an Association can meet the requirements of this national act that covers business and not-for-profit sector alike.

It is recommended that one person (ideally the risk and safety coordinator) become the champion and coordinator of the screening and privacy protection requirements for the Association. However, it should be noted that all members of the Association's Board of Directors, coaching, training, refereeing and management staff play a significant role in the implementation process. All pieces in a coordinated approach must work together to make a whole.

Many Associations are implementing 5 or more of the steps without a formal screening policy, as many associations:

1. conduct interviews for coaches
2. perform police record checks
3. offer training such as Coaching levels and Speak Out,
4. have coach mentors and;
5. have coach evaluations mid season and at the end of the year.

WHAT IS SCREENING?

Screening is an on-going process designed to identify any person (volunteer or staff) who may harm children or vulnerable persons. Volunteer screening serves two main purposes:

- to create and maintain a safe environment
- to ensure an appropriate match between volunteer and task

The Safe Steps are much like a menu – you need only select those steps that apply specifically to positions within your organization. The key to a successful screening program is to use the steps in a way that best suits a specific position. You may find that you are currently undertaking many of these steps and only need minor adjustments to tailor the risk.

The Safe Steps are much like a menu – you need only select those steps that apply specifically to positions within your organization.

There are 10 Safe Steps to Screening:

1. Determining the risk
2. Writing clear position descriptions
3. Establishing a formal recruiting process
4. Using an application form
5. Conducting interviews
6. Following up on references
7. Requesting/Requiring criminal records checks (crc)
8. Conducting orientation and training sessions
9. Supervising and evaluating
10. Following-up on program participants

This screening section identifies procedures which are recommended for implementation at the association level including, but not limited to officers, board of directors, conveners, committee members, coaches, assistant coaches, trainers, managers and any other team officials, on or off-ice game officials, executive directors, administrators, employees/staff, (paid or unpaid), and any other recognized volunteers.

The intent of this section is to act as a “guiding” resource in the screening decision making process, and to provide templates to be used by any league or association. It is not intended to take the place of existing Association policy and procedures.

WHY SCREEN?

Any organization that provides programs to vulnerable people has an obligation to appropriately screen people who for them, including volunteers. Screening is not only the right thing to do; it is legally required under the principle of “Duty of Care.”

DUTY OF CARE

The concept of duty of care identifies the relationship that exists between two persons (e.g. two individuals, an individual and an organization) and establishes the obligations that one owes the other, in particular the obligation to exercise reasonable care with respect to the interests of the other, including protection from harm.

10 STEPS TO SCREENING PROCEDURES

1. Determine Risk

As a matter of policy, all volunteer positions will be examined in light of the relevant factors to determine the degree of risk involved. When there is a doubt as to the degree of risk, a position will be categorized as “high risk.”

Volunteers and employees who are active in more than one capacity should be screened for the position with the highest level of risk. When a person moves from a position with a low level of risk to a position of high risk, appropriate screening will be carried out for the new high-risk position.



Assessing Risk Using Position Descriptions

All volunteer positions will be designated “High Risk”, “Medium Risk”, or “Low Risk”.

High Risk Volunteer positions are positions that meet any of the following criteria:

- The position requires a volunteer to be alone and unsupervised with a participant.
- The position requires a volunteer to develop a close, supportive relationship with a participant or group of participants.
- The position may include a time when the volunteer is left unsupervised on a regularly scheduled basis.
- The position may require driving of participants.

Medium Risk Volunteer positions are positions that meet any of the following criteria:

- The position requires a volunteer to give information to participants or potential participants with a minimum of supervision.
- The position requires a volunteer to act on behalf of the organization in an unsupervised setting.
- The position requires the volunteer to handle money or food with a minimum of supervision.
- The volunteer has access to the organization’s confidential files.

Low Risk Volunteer positions are positions that meet all of the following criteria

- The position does not require close contact with participants or the public.
- The position is supervised at all times.
- The position does not require the volunteer to handle money or food

- The position does not require/encourage driving.

Appendix A located at the end of this toolkit is a template that Associations can use to identify levels of risk for different positions within their organization. **Appendix B** provides Associations with three templates that can be used to complete individual screenings on each of their volunteers.

N.B. Associations may wish to modify the templates based on their own policies and procedures as the ones provided are for sample purposes only.



2. Clear and Precise Job Descriptions

Clear and precise position descriptions should be developed for each position within the Association. Responsibilities and expectations should be clearly laid out, including the position's dos and don'ts. A clear position description should also indicate the screening requirements. **Appendix C** can assist you in creating job descriptions that meet the needs of your Association.

3. Formal Recruitment Process

When the Association post notices for volunteer positions, the advertisement should indicate that screening is part of the application process. *Advertising that there is a screening process in place demonstrates that your Association takes the personal safety of children entrusted in their care seriously and sends the message to undesirables need not bother to apply.*

Advertising that there is a screening process in place demonstrates that your Association takes the personal safety of children entrusted in their care seriously and sends the message to undesirables need not bother to apply.

4. Application Forms

All Associations should utilize application forms that included required contact information. If the volunteer position requires other screening measures (medical exam, driver's record, police records check), the application form will ask for permission to do so. A comprehensive sample application has been included in **Appendix D**.

5. Interviews

It is recommended that the Association should conduct interviews providing an opportunity for the applicant to speak to their background, skills, interests, and availability, and also to explore any doubts about the suitability of the applicant. It is recommended that Interview Committees be made up of a minimum of 3 people selected by the President, and who do not have a "conflict of interest".

An Interview should:

- find out the applicant's motivation for becoming a volunteer, e.g. his or her child plays on the team;
- find out about the applicant's previous volunteer experience. There is a definite pattern of over-involvement by those who are high-risk volunteers, and often they will be quite open about their amount of involvement. Encouraging them to discuss (both on the application form, and during the interview their previous experience may provide some helpful insight)
- ensure that all the questions are answered as it is critical that the same information be gathered about all applicants;
- avoid close-ended questions that require 'yes' or 'no' answers - rather than those that require thought and judgment by the applicant.
- Know in advance what they are looking for, e.g. an unwillingness to answer questions directly, attempts to steer the conversation, or poor interaction with the interviewer; ask questions in two or three different ways to detect inconsistencies in the answers



The information provided by the applicant should not be taken at face value. After the interview, the information should be verified through references. The individual's consent to do this is required in writing and should be included on the application form

6. References

By identifying the level of trust required in the position and asking specific questions, the applicant's suitability may be easier to determine. It is recommended that the Association follow up on references and determine if the applicant and the position are a match for the Association.

7. Police Records Check

Police Record Checks should be performed according to the level of risk determined by the assessment. The procedures for obtaining PRC's are determined by local policing agencies and can vary by region. It is recommended that PRC's be re-submitted for every applicable position (as determined by level of risk) every third year. The Association must recognize the sensitivity of PRC results and determine procedures for confidentiality, including persons authorized to view results, determining eligibility to volunteer and the storage of the documents. An applicant's human rights must not be breached in the determination of volunteering and/or availability of the stored documents.



8. Orientation and Training Sessions

It is recommended that Association's provide orientation and training sessions relevant to the position. Orientation sessions can include the policies and procedures of the organization in order to ensure the volunteer is well informed. Probation periods could also be considered giving both the organization and the volunteer time to learn more about each other and further determine the fit between the volunteer and the position.

9. Supervision and Evaluation

It is recommended that the identified level of risk associated with a volunteer position will determine the necessary degree of supervision and evaluation. If the risk is great, it should follow that the volunteer will be under close supervision. Frequent feedback in the first year is particularly important. The Association should perform evaluations based on position descriptions.

10. Program Participant Follow Ups

It is recommended that the Association has regular contact with participants and family members. Volunteers should be made aware of any follow-up activities that may occur. These could include spot checks for volunteers in high-risk positions.



PERSONAL INFORMATION PROTECTION AND ELECTRONIC DOCUMENTS ACT (PIPEDA)

Associations must respect the Personal Information Protection and Electronic Documents Act by ensuring that:

- it obtains the clear consent of an individual before it collects uses or discloses personal information about individuals.
- it uses the information for the purposes for which it has consent;
- it protects the information from unauthorized access and use;
- it keeps the information up-to-date and correct so as not to make decisions based on wrong information;
- it destroy the information when it no longer needs it for the original purpose; and
- it implements accountability mechanisms in it's organizations to ensure compliance with the above.



Role of Board of Directors

Directors should ensure that they receive appropriate training in privacy concepts and that there is some privacy expertise on their respective boards.

Directors should ensure that at least one person has been designated to be accountable for the organization's privacy compliance.

If it is a staff person who is assigned the responsibility then directors should ensure that privacy compliance is a part of their performance evaluation and compensation.

Directors should undertake periodic privacy self-assessments and privacy audits and to report to the board on these activities on a regular basis. A detailed questionnaire in **Appendix E** depicts some common sense questions an Association can use to implement PIPEDA. Not all of the questions will apply to all organizations, as the Act applies to a wide variety and size of organizations. Consider each question with regard to the Association's current practices. Answering "no" indicates areas that need to be addressed or improved

Appendix A

VOLUNTEER POSITION RISK CHECKLIST

It is recommended that you analyze each position within your Association to determine the level of risk using the checklist below.

A. It is recommended that **High Risk Volunteer** positions are positions that meet **any** of the following criteria:

- The position requires a volunteer to be alone and unsupervised with a participant.
- The position requires a volunteer to develop a close, supportive relationship with a participant or group of participants.
- The position may include a time when the volunteer is left unsupervised on a regularly scheduled basis.
- The position may require driving of participants
- The position requires the volunteer to handle money with a minimum of supervision.

These positions will often be applicable (but not exclusive to) to Presidents and Executive Committee Members including those with financial responsibilities. If **any** of these boxes have been checked continue to the High Risk Screening Checklist.

B. It is recommended that **Medium-level Risk Volunteer** positions are positions that meet **any** of the following criteria:

- The position requires a volunteer to give information to participants or potential participants with a minimum of supervision.
- The position requires a volunteer to act on behalf of the organization in an unsupervised setting.
- The volunteer has access to the organization's confidential files.

These positions will often be applicable (but not exclusive to) to Committee Chairpersons and those who as part of their responsibilities acquire confidential documents. If **any** of these boxes have been checked continue to Medium Risk Screening Checklist for screening purposes



C. It is recommended that **Low Risk Volunteer** positions are positions that meet **all** of the following criteria:

- The position does not require close contact with participants or the public.
- The position is supervised at all times.

- The position does not require the volunteer to handle money or food
- The position does not require/encourage driving.

These positions will often be applicable (but not exclusive to) to members at large, sub-committee members and those who do not have direct links with children, finances or confidential documentation. If all of these boxes are checked continue to the Low Risk Screening Checklist

The volunteer checklist templates have been created for your use. We recommend that you photocopy the corresponding template and complete one for each volunteer within your organization by performing the steps determined by your risk assessment for that position.



Appendix B

HIGH RISK VOLUNTEER CHECKLIST

Volunteer Name:	Position
Address	City/Town
Home Phone	Work Phone:

1. Determine the Risk

- The position requires a volunteer to be alone and unsupervised with a participant.
- The position requires a volunteer to develop a close, supportive relationship with a participant or group of participants.
- The position may include a time when the volunteer is left unsupervised on a regularly scheduled basis.
- The position may require driving of participants
- The position requires the volunteer to handle money with a minimum of supervision.

2. Job Description:

- is up-to-date
- has been reviewed with Volunteer
- Volunteer has signed off on job description

3. Formal Recruiting Process (Election process or appointment)

- Volunteer has going through the formal election/recruiting process

4. Application Form

- Volunteer has completed an application form

5. Interview

- An interview has been conducted prior to the Volunteer being trusted with a position of authority or trust

6. References

- Volunteer's references have been checked with the formal reference form

7. Criminal Records Checks (CRC)

- Criminal record check has been performed and results have been received
 - i. If the Volunteer's CRC has come back flagged a discussion has been held with Executive and the Volunteer:
 - has been cleared by the Executive for this position, or;
 - has not been cleared by the Executive for this position

8. Orientation and Training Sessions

- Volunteer has received the Association's orientation documents and;
- has been trained according to his/her responsibilities

9. Supervising and Evaluation

A formal Supervision/Evaluation plan has been completed:

- After ___ months
- After ___ months
- After 1 year

10. Follow Up with Participants

- A formal follow up has been completed:
 - After ___ months
 - After ___ months
 - After 1 year



MEDIUM RISK VOLUNTEER CHECKLIST

Volunteer Name:	Position
Address	City/Town
Home Phone	Work Phone:

1. Determine the Risk

- The position requires a volunteer to give information to participants or potential participants with a minimum of supervision.
- The position requires a volunteer to act on behalf of the organization in an unsupervised setting.
- The volunteer has access to the organization's confidential and/or financial files.

2. Job Description:

- is up-to-date
- has been reviewed with Volunteer
- Volunteer has signed off on job description

3. Formal Recruiting Process (Election process or appointment)

- Volunteer has going through the formal election/recruiting process

4. Application Form

- Volunteer has completed an application form

5. Interview

- An interview has been conducted prior to the Volunteer being trusted with a position of authority or trust

6. References

- Volunteer's references have been checked with the formal reference form

7. Criminal Records Checks (CRC)

- Criminal record check has been performed and results have been received

- i. If the Volunteer's CRC has come back flagged a discussion has been held with Board Member and the Volunteer.
 - has been cleared by the Executive for this position or;
 - has not been cleared by the Executive for this position

8. Orientation and Training Sessions

- a. Volunteer has received the Association's orientation documents and;
 - has been trained according to his/her responsibilities



LOW RISK VOLUNTEER CHECKLIST

Volunteer Name:	Position
Address	City/Town
Home Phone	Work Phone:

1. Determine the Risk

- The position does not require close contact with participants or the public.
- The position is supervised at all times.
- The position does not require the volunteer to handle money or food
- The position does not require/encourage driving.

2. Job Description:

- is up-to-date
- has been reviewed with Volunteer
- Volunteer has signed off on job description

3. Formal Recruiting Process (Election process or appointment)

- Volunteer has going through the formal election/recruiting process

4. Application Form

- Volunteer has completed an application form

5. Interview

- An interview has been conducted prior to the Volunteer being trusted with a position of authority or trust

6. References

- Volunteer's references have been checked with the formal reference form

7. Criminal Records Checks (CRC)

- Criminal record check has been performed and results have been received

i. If the Volunteer 's CRC has come back flagged a discussion has been held with Executive and the Volunteer:

- has been cleared by the Executive for this position or;
- has not been cleared by the Executive for this position

8. Orientation and Training Sessions

Volunteer has received the Association's orientation documents and; has been trained according to his/her responsibilities



Appendix C

SAMPLE JOB DESCRIPTION

Atom Director

Area of Responsibility: Atom Age Category

Objective: Under the guidance of the ~ASSOCIATION~ Vice President of Operations, oversee the Atom age category.

Board Duties:

- Be familiar with the ~ASSOCIATION~ Constitution, By-laws and Playing Rules.
- Attend monthly Board/Operation meetings and ~ASSOCIATION's~ General Meetings
- Vote on specific issues at Board Meetings and Operation Meetings.
- Assist with event-day operations during ~ASSOCIATION's~ Development events.
- Represent age category at Seeding, Re-Seed and Esso Minor Hockey Weekly meetings.
- Assist in developing and maintaining positive relations among the Board, committees, staff members and Member Associations.
- Represent ~ASSOCIATION~ at the District's Annual General Meeting
- Participate in the ~ASSOCIATION~ screening policy.

Operational Duties:

- Provide guidance to ~ASSOCIATION~ Member Association's Age Category Coordinators.
- Recruit League Chairpeople for each Division within the age category and provide support throughout the season.
- Maintain a list of all suspensions for players and team officials.
- Assist with the formation of a seasonal plan detailing critical dates.
- Attend ~ASSOCIATION's~ Special Committee Disciplinary Hearings when required. Positively communicate with the ~ASSOCIATION's~ staff through email and phone on specific issues relating to the specific age category and ~ASSOCIATION~ issues.

Required Skill:

- A self starter with patience, common sense, and self-control.
- Able to liaise well with ~ASSOCIATION~ staff, fellow Directors, and League Chairpeople.
- Experience as a minor hockey volunteer preferably within the hockey operations environment.

- A keen interest in hockey.
- Dedicated and highly motivated.

Time Commitment:

- Monthly Board/Operations meetings are held the second Monday of every month and are usually approximately 3-4 hours in duration.
- Fall General Meeting is held in late October and is usually 2 hours in duration; Annual General Meeting and Awards and Appreciation Banquet is held in late May and is usually 5 hours in duration.
- Seeding, Re-Seed and Esso Minor Hockey Week meetings are scheduled strategically based on scheduling deadlines and each of the three meetings are no more than 2 hours in duration.
- Attend the league chairs meeting at the start of the season and usually lasts 2 hours in duration.
- Check emails and answer any enquires in a timely fashion, approximately 2 hours a week.

COACH DESCRIPTION TEMPLATE

POSITION – HEAD COACH

LEVEL:

LEVEL OF PLAY:

OBJECTIVE: Under the guidance of the ~ASSOCIATION/Association Mentor~ perform Head Coach duties for the ~TEAM NAME and LEVEL~

QUALIFICATIONS

- Strong hockey background in playing, coaching, evaluating.
- Strong interest and commitment to child/athlete development.
- Ability to work with fellow coaching personnel.
- Ability to communicate on and off-ice requirements to players and parents
- Available to meet time requirements.
- NCCP and Speak Out certified at the level indicated by Hockey Canada, Branch and Association.

JOB RESPONSIBILITIES

- Serve as the official spokesperson on behalf of the team.
- Coordinate the delegation of responsibilities to the assistant coach and manager.
- Plan on and off-ice activities in consultation with the assistant coach
- Coordinate player evaluation and selection in conjunction with the Association mentor.
- Plan, implement and control pre-game preparation and communication with the team.
- Design the practice plans in consultation with the assistant coach.
- Coach the team in all games and practices.
- Establish rules for the team and oversee the supervision of the players
- Submit a year end report which contains the following information – evaluation of players' performance, evaluation of team's performance, outline of practice plans and game strategy and recommendations on how the program can be improved.
- Report to the association through the Association mentor or designate.

TIME COMMITMENT

- Weekly practices and/or games; usually approximately 2-3 hours in duration.
- Weekly game/practice preparation; usually 1-2 hours in duration.
- Tournaments (home and away). Maximum of 5, often Friday through to Sunday depending on schedule and wins versus losses.

- Fall General Meeting is held in late October and is usually 2 hours in duration; Annual General Meeting and Awards and Appreciation Banquet is held in late May and is usually 5 hours in duration.
- Seeding, Re-Seed and meetings are scheduled strategically based on scheduling deadlines and each of the three meetings are no more than 2 hours in duration.
- Attend the league chairs meeting at the start of the season and usually lasts 2 hours in duration.
- Check emails and answer any enquires in a timely fashion, approximately 2 hours a week.

ASSISTANT COACH DESCRIPTION TEMPLATE

POSITION – ASSISTANT COACH

LEVEL:**LEVEL OF PLAY:**

OBJECTIVE: Under the guidance of the ~ASSOCIATION/Association Mentor~ perform Assistant Coach duties for the ~TEAM NAME and LEVEL~

QUALIFICATIONS

- Strong hockey background in playing, coaching, evaluating.
- Strong interest and commitment to child/athlete development.
- Ability to work with fellow coaching personnel.
- Ability to communicate on and off-ice requirements to players and parents.
- Available to meet time requirements.
- NCCP and Speak Out certified at the level indicated by Hockey Canada, Branch and Association.

JOB RESPONSIBILITIES

- Assist with player evaluation and the player selection process.
- Assist with planning, organizing and conducting practices.
- Assist with pre-game preparation.
- Assist with the operation of the team during the games.
- Assist with scouting and evaluation of opponents.
- Assist with the supervision of players off and on the ice.
- Assist with the formulation of the game plan.
- Submit a year end report to the head coach containing player observations
- Report to the head coach.

TIME COMMITMENT

- Weekly practices and/or games; usually approximately 2-3 hours in duration.
- Weekly game/practice preparation; usually 1-2 hours in duration.
- Tournaments (home and away). Maximum of 5, often Friday through to Sunday depending on schedule and wins versus losses.
- Fall General Meeting is held in late October and is usually 2 hours in duration; Annual General Meeting and Awards and Appreciation Banquet is held in late May and is usually 5 hours in duration.
- Check emails and answer any enquires in a timely fashion, approximately 2 hours a week.

TEAM TRAINER DESCRIPTION TEMPLATE

POSITION – TEAM TRAINER

LEVEL:**LEVEL OF PLAY:**

OBJECTIVE: Under the guidance of the ~ASSOCIATION/Association Mentor~ perform Trainer duties for the ~TEAM NAME and LEVEL~

QUALIFICATIONS

- Strong hockey background in training.
- Strong interest and commitment to child/athlete development.
- Ability to work with fellow coaching personnel.
- Ability to communicate on and off-ice requirements to players and parents
- Available to meet time requirements.
- Trainer Level ___ and Speak Out certified at the level indicated by Hockey Canada, Branch and Association.

JOB RESPONSIBILITIES

- Maintains and repairs equipment during games and practices.
- Attends to skate sharpening while on the bench during games.
- In conjunction with the coaching staff, organizes the dressing room and player's bench, pre-game, game and post game.
- Reports directly to the head coach.
- Reports all injuries to medical personnel.
- Keeps accurate record of all treatments.
- In conjunction with the coaching staff conducts pre-ice and post-ice stretching sessions.
- Administers all first aid needs during the course of games and practices.

TIME COMMITMENT

- Weekly practices and/or games; usually approximately 2-3 hours in duration.
- Tournaments (home and away). Maximum of 5, often Friday through to Sunday depending on schedule and wins versus losses.
- Fall General Meeting is held in late October and is usually 2 hours in duration; Annual General Meeting and Awards and Appreciation Banquet is held in late May and is usually 5 hours in duration.

TEAM MANAGER DESCRIPTION TEMPLATE

POSITION – TEAM MANAGER

LEVEL:

LEVEL OF PLAY:

OBJECTIVE: Under the guidance of the ~ASSOCIATION/Association Mentor~ perform Assistant Coach duties for the ~TEAM NAME and LEVEL~

QUALIFICATIONS

- Strong hockey background in team management.
- Strong interest and commitment to child/athlete development.
- Ability to work with fellow coaching personnel.
- Ability to communicate on and off-ice requirements to players and parents and association executive.
- Available to meet time requirements.
- Speak Out certified at the level indicated by Hockey Canada, Branch and Association.
- Strong hockey administrative background.
- Conversant on rules and regulations.

JOB DESCRIPTION

- Act on direction of the team head coach and report directly to the team head coach.
- Develop an operating budget for the team.
- Submit a financial summary of the team.
- Coordinate travel, accommodation, meals and facility rental for the team.
- Assist with team communication regarding events.
- Obtain necessary equipment and supplies for the team.
- Coordinate team financial matters including player fees, sponsorship, advertising, grants etc.
- Submit financial statements as per association policy.
- Submit a year-end evaluation report containing observations on team performance and •recommendations on the program.
- Generate a team address list and circulate.
- Attend scheduled meetings and produce a team schedule in conjunction with the coaching staff.
- Communicate needs for officials with association.
- Coordinate all pre and post game paperwork and distribute to appropriate parties (i.e. game sheets, etc.).
- Arrange for off-ice officials.
- Communicate with media/association on the team results.

- Serve as Risk Management liaison for the team. This includes the reporting of injuries and return to play guidelines in conjunction with the team trainer.

TIME COMMITMENT

- Weekly practices and/or games; usually approximately 2-3 hours in duration.
- Tournaments (home and away). Maximum of 5, often Friday through to Sunday depending on schedule and wins versus losses.
- Fall General Meeting is held in late October and is usually 2 hours in duration; Annual General Meeting and Awards and Appreciation Banquet is held in late May and is usually 5 hours in duration.
- Check emails and answer any enquires in a timely fashion, approximately 3 hours a week.

Appendix D

SAMPLE COACH APPLICATION

**MINOR HOCKEY ASSOCIATION
COACH APPLICATION
2008-2009 SEASON**

Name:

_____ (Given Name) (Middle) (Surname)

Address: _____ Postal Code _____

Phone: Home: _____ Work: _____ Cell: _____

Fax #: _____ Email Address: _____

Birth Date: _____ Place of Birth: _____

Employer: _____ Occupation: _____

Employers Address: _____ Phone: _____

Preferred Coaching Assignment

Level	"A"	"B"	"C"	Rep B
Initiation				
Atom				
PeeWee				
Bantam				
Midget				
Juvenile				

(Please put 1 as your first choice and 2 for your second choice)

Certification / Training *NCCP (National Coaching Certification Program)

Year Completed Location

NCCP Theory 1 _____

NCCP Theory 2 _____

Initiation Program _____

Coach Level or Coach Stream _____

Intermediate Level or

Developmental 1 _____

Advanced Level 1 or 2 _____

HCSP _____

Speak Out _____

Checking Clinic _____

Coaching Association of Canada Passport # _____

(Please Attach Copies of your Coaching Certification)

Other Coaching Courses or Training

Hockey Coaching Experience

(List in order, starting with the most recent)

<u>Year</u>	<u>Association and Team Name</u>	<u>Age Group</u>	<u>Position</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Other Sports

<u>Year</u>	<u>Sport Association</u>	<u>Age Group</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Playing Experience (Start with most recent)

<u>Year</u>	<u>Association and Team Name</u>	<u>Age</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Coaching References

Name: _____

Address: _____ Phone: _____
Position: _____

Name: _____
Address: _____ Phone: _____
Position: _____

Name: _____
Address: _____ Phone: _____
Position: _____

Briefly describe your Coaching Philosophy

Briefly describe your Season Plan

Please include your goals for the team, your thoughts on rules and discipline and overall player development philosophy as well as any other pertinent information.

Sample Practice Plans (on a separate paper and attached to this application)

Please prepare a sample practice that is age appropriate for the team you are applying for. If you are applying for teams in different age groups, prepare a sample plan for each of the age groups.

Questions (please circle appropriate response)

- Do you have a child registered with Ottawa and District Minor Hockey? Yes No
- If a Coaching Position were not available in the age group of your choice, would you be willing to coach in another division or help out with skill clinics? Yes No

- (If Yes, which division) _____
- Do you feel your child will make the team for which you are applying? Yes No
- In what portion of the team do you feel your child will rate? Upper Middle Lower
- Will you coach the team if an independent committee does not assess your child to make the team? Yes No
- Are you certified for the level for which you are applying? Yes No
- If you are not certified at the required level, are you available to take a weekend course to attain the required level? Yes No

Undertaking

1. **I hereby consent to disclosure of the above information.**
2. **I hereby acknowledge the authority of Hockey Canada, Branch, District and Minor Hockey Association and agree to carry out and abide by their constitutions, bylaws, rules and regulations.**
3. **I hereby acknowledge that I have read and understand the coach’s role as outlined in the Coaches Code of Conduct” attached to the forming part of this Coaching Application form.**
4. **I hereby agree to familiarize myself with the National Coaching Certification Program (NCCP) requirements for coaching minor hockey and ensure that I maintain the required level of certification.**
5. **By way of this application, I give permission to Minor Hockey Association to pursue a criminal record search on myself and understand that I will be subjected to screening as designated by my position.**

Signature: _____ **Date:** _____

Please remit your completed application to:
MHA Coach Coordinator
PO Box 123
Hockeytown, PROV
V3T 4W8

Be sure to include:

- **completed and signed application**
- **signed Team Official’s Contract**
- **sample practice plans**

Appendix E

IMPLEMENTING PIPEDA QUESTIONNAIRE

The following are some common sense questions you can use to help your organization implement PIPEDA. Not all of the following questions will apply to all organizations, as the Act applies to a wide variety and size of organizations. Consider each question along with your organization's current practices. Answering "no" indicates areas that need to be addressed or improved.

QUESTION	YES	NO
Personal information holdings		
Does your Association know what personal information is?		
Does your Association collect, use or disclose personal information in your day-to-day activities?		
Does your Association have an inventory of your personal information holdings?		
Does your Association know where personal information is held (physical locations and files)?		
Does your Association know in what format(s) the personal information is kept (electronic, paper, etc.)?		
Does your Association know who has access to personal information in and outside your organization?		
Accountability of organization and staff		
Has your Association named a privacy officer who is responsible for your organization's overall compliance with the Act?		
Is this responsibility shared with more than one person?		
If these responsibilities are shared, have they been clearly identified?		
Can your privacy officer respond to internal and external privacy questions on behalf of the organization, or do they know who should respond?		
Does your Association know who receives and responds to:		
o requests for personal information?		
o requests for correction?		
o complaints from the public?		
o Do your members know whom to contact:		
o for general inquiries regarding their personal information?		
o to request their personal information?		
o to request corrections to their personal information?		
o for complaints?		
Is your privacy officer able to explain to your members the steps and procedures for requesting personal information and filing complaints?		
Has your Association been trained on the Act?		
Will there be ongoing training?		
Is your Association able to explain the purposes for the collection, use and disclosure of personal information to members in easy to understand terms?		
Is your Association able to explain to other volunteers when and how they may withdraw consent and what the consequences, if any, there are of such a withdrawal?		

QUESTION	YES	NO
Will you inform your volunteers of new privacy issues raised by technological changes, internal reviews, public complaints and decisions of the courts?		
Information for customers and employees		
Do you have documents that explain your personal information practices and procedures to your members?		
Does this information include how to:		
o obtain personal information?		
o correct personal information?		
o make an inquiry or complaint?		
Does this information describe personal information that is:		
o held by the organization and how it is used?		
o disclosed to subsidiaries and other third parties?		
Does your Association have a privacy policy for the Association Web site?		
Is the privacy policy prominent and easy to find? Is it easily understandable?		
Does the Association's application forms, questionnaires, survey forms, pamphlets and brochures clearly state the purposes for the collection, use or disclosure of personal information?		
Has your Association reviewed all your public information material to ensure that any sections concerning personal information are clear and understandable?		
Has your Association ensure that the public can obtain this information easily and without cost?		
Is this information reviewed regularly to ensure that it is accurate, complete and up to date?		
Does this information include the current name or title of the person who is responsible for overseeing compliance with the Act?		
Limiting collection, use, disclosure and retention to identified purposes		
Has your Association identified the purposes for collecting personal information?		
Are these purposes identified at or before the time the information is collected?		
Does your Association collect only the personal information needed for identified purposes?		
Does your Association document the purposes for which personal information is collected?		
If your Association gathers and combines personal information from more than one source, does it ensure that the original purposes have not changed?		
Has your Association developed a timetable for retaining and disposing of personal information?		
When your Association no longer require personal information for the identified purposes or it is no longer required by law, does your Association destroy, erase or make it anonymous?		
Consent		
Does your Association know that an individual's consent must be obtained before or at the time they collect personal information?		
Does your Association know they must obtain an individual's consent before any new use or new disclosure of the information?		
Does your Association use express consent whenever possible, and in all cases where the information is sensitive or the individual would reasonably expect it?		
Is your Association's consent statement worded clearly, so that an individual can understand the purpose of the collection, use or disclosure?		
Does your Association you make it clear to volunteers that they need not provide personal information that is not essential to the purpose of the collection, use or disclosure?		
Third party transfers		
Does your Association use contracts to ensure the protection of personal information transferred to a third party for processing?		

QUESTION	YES	NO
Does the contract limit the third party's use of information to purposes necessary to fulfill the contract?		
Does the contract require the third party to refer any requests for access or complaints about the information transferred to you?		
Does the contract specify how and when a third party is to dispose of or return any personal information it receives?		
Ensuring accuracy		
Is personal information sufficiently accurate, complete and up to date to minimize the possibility that your organization might use inappropriate information?		
Does your Association document when and how personal information is updated, to ensure its accuracy?		
Does your Association ensure that personal information received from a third party is accurate and complete?		
Safeguards		
Has your Association reviewed your physical, technological and organizational security measures?		
Do they prevent improper access, modification, collection, use, disclosure and/or disposal of personal information?		
Is personal information protected by security safeguards that are appropriate to the:		
o sensitivity of the information?		
o scale of distribution?		
o format of the information?		
o method of storage?		
Has your Association developed a "need-to-know" test to limit access to personal information to what is necessary to perform assigned functions?		
Has your Association been trained about security practices to protect personal information? For example, are volunteers aware that personal information should not be left displayed on their computer screens or desktops?		
Is your Association aware that they should properly identify individuals and establish their right to access the personal information before disclosing it?		
Does your Association have rules about who is permitted to add, change or delete personal information?		
Is there a records management system that assigns user accounts, access rights and security authorizations?		
Does your Association ensure that no unauthorized parties may dispose of, obtain access to, modify or destroy personal information?		
Requests for access to personal information		
Is your Association aware of the time limits the law allows to respond to access requests?		
Can your Association retrieve personal information to respond to individual access requests with a minimal disruption to operations?		
Does your Association's information system facilitate the retrieval and accurate reporting of an individual's personal information, including disclosures to third party organizations?		
Does your Association provide personal information to the individual at minimal or no cost?		
Does your Association advise requesters of costs, if any, before personal information is retrieved?		
Does your Association record an individual's response to being notified of the cost of retrieving personal information?		
Does your Association provide personal information in a form that is generally understandable? (For example, do you explain abbreviations?)		

QUESTION	YES	NO
Does your Association have procedures for responding to requests for personal information in an alternate format (such as Braille or audiotapes)?		
Handling complaints		
Can an individual easily find out how to file a complaint with your Association?		
Does your Association deal with complaints in a timely fashion?		
Does your Association investigate all complaints received?		
Is your Association able to distinguish a complaint under the law from a general inquiry? If unsure, do they discuss this with the individual?		
Does your Association advise individuals about all available avenues of complaint, including the Privacy Commissioner of Canada?		
Are your Association's responses to public inquiries, requests and complaints reviewed to ensure they are handled fairly, accurately and quickly?		
When a complaint is found to be justified, does your Association take appropriate corrective measures, such as amending your policies and advising other Association members of the outcome?		

For more information on PIPEDA, please visit:
http://www.privcom.gc.ca/information/guide_e.asp

Appendix F

GUIDELINES FOR COLLECTING, STORING AND DISCARDING CRIMINAL RECORD CHECKS GUIDELINES

(Name of Association)

Collecting:

- To be collected from “newly” appointed Members, or Members who have had (# of years) consecutive service or Members returning after a period of absence from a previous position, as per the terms of appointment as outlined in the constitution.
- To be forwarded to the Risk Management Director/Alternate in a sealed envelope marked Personal and Confidential within (# of days) of their appointment/start of the season.
- In the event the Police cannot return the CRC to the applicant within the prescribed timeline, the applicant can provide proof of application until the completed CRC is completed.

Reviewing:

The Risk Management Director/Alternate will review all CRC's. If a Criminal Record is identified the following steps will be followed:

- a) Request and receive a written statement of “full” disclosure from the individual
- b) A committee be formed made up of the (Chair) Risk Management Director and 3 Executive Members as selected by the Chair. This committee will review the matter to determine if the Criminal Record has a direct impact on the position being applied to and what steps, if determined, are necessary. The 3 Executive Members should not be given the individuals identity.
- c) The applicant and the Association's President will be presented with the committee's findings and recommendations.

Storing:

- All personal information will be stored in a secure location within the Association.
- Only authorized individuals will have access to this information.
- All personal information will be stored during their term of office and should be destroyed upon their exit from the position

Discarding:

All personal information pertaining to Association Members is to be destroyed upon their exit of named person from their position.