



Skate Ontario

SKATE ONTARIO CLUB AND SKATING SCHOOL DISPUTE RESOLUTION TOOLKIT

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INTRODUCTION

This toolkit was developed by Skate Ontario to provide a resource for their Member Clubs and Skating Schools to help manage conflict and disputes proactively and effectively at the club and skating school level.



WHY

The ability of organizations and individuals to effectively manage conflict has a profound impact on the mental health and well being of people within them.

Some psychological benefits of conflict resolution include (Arslan, Hamarta, & Usla, 2010; Sexton & Orchard, 2016; Bolton, 1986)

1. Stress reduction
2. Improved self esteem
3. Improved self-efficacy
4. Better relationships
5. Increased energy

Self-efficacy is a person's belief in their capability to complete a specific task successfully (Lunenburg, 2011). Learning and practicing skills such as effective communication and conflict resolution are essential building blocks for self-efficacy. Successful conflict resolution skills in the workplace increase confidence, promoting the likelihood of future successes (Lunenburg, 2011).¹

Being able to manage conflict effectively at a club/skating school level will greatly increase the satisfaction of the individuals involved and will make a significant positive impact on their experience at the club/skating school.

A well governed club/skating school will proactively address conflict and have policies and tools in place to productively manage conflict as it occurs.



WHAT

This resource assists clubs/ skating schools to proactively manage conflict by helping individuals to:

- Understand their dispute resolution options,
- Resolve disputes amongst themselves through negotiation,
- Resolve disputes through an Early Resolution Facilitator or an Interest Based Mediator,
- Use preventive strategies to address common causes of conflict for governing boards, and
- Have dispute resolution policies that align with Skate Ontario and Skate Canada's General Dispute Resolution Policies and Procedures.



WHO

The toolkit is designed to assist clubs and skating schools that experience conflict within and between all individuals within the club and skating school system including:

- Board members,
- Coaches,
- Skaters, and
- Parents.

INTRODUCTION



HOW

This toolkit accomplishes this purpose by providing the following:

[Dispute Resolution Assessment Tool](#) – to guide parties to the most appropriate dispute resolution mechanism.

[Dispute Resolution Preparation Tool](#) – to assist parties in preparing:

- to negotiate their dispute themselves or,
- for an early resolution facilitation or mediation.

[Choosing an Early Resolution Facilitator or Interest Based Mediator Guide.](#)

[Preventive Strategies to Common Causes of Conflict Tool](#) – a list of common governing board and sport organization conflicts with preventive strategies.

[Sample Dispute Resolution Policy Template](#) – that aligns with Skate Ontario's and Skate Canada's General Dispute Resolution Policies and Procedures and guides how to proactively address any conflicts with individuals in their clubs and skating schools.



WHEN AND WHERE

This resource can be used proactively as a preventive measure by creating a dispute resolution policy or by using preventive strategies suggested in the [Preventive Strategies to Common Causes of Conflict Tool](#).

The [Dispute Resolution Assessment and Preparation Tool](#) is designed to guide parties to early intervention of a dispute by choosing the most appropriate dispute resolution mechanism and preparing individuals to participate in a negotiation, facilitation or mediation of their dispute.

DISPUTE RESOLUTION OPTIONS

An important first step when determining how to resolve or address a conflict is to understand all of the dispute resolution options available. This section outlines what types of general disputes must be addressed at the local club and skating school level and what types of disputes get escalated to the Skate Ontario and Skate Canada level. This will help parties assess how to best address their conflict or dispute. This will also provide some clarity on what types of disputes and conflicts can only be resolved and addressed at the local level.

Misconduct and Injuries

- This toolkit does not apply to any complaints or reporting of misconduct or injuries.
- If you believe there is a misconduct then a report is submitted directly through the external independent third-party Case Manager process through Skate-Safe either online or by phone.
- Please go to the following link to know how to report misconduct. [Skate Canada Flowchart – Reporting Misconduct](#)
- Please go to the following link to learn how report injuries. [Skate Canada Safe Sport Guide](#)

General Disputes

This toolkit is designed to help clubs and skating schools address general disputes as defined by Skate Ontario and Skate Canada.

WHAT IS A GENERAL DISPUTE? A disagreement between parties in respect of a matter of governance or contract which:

- has a material adverse effect on the figure skating environment in which Skate Ontario/Skate Canada programs are delivered, and/or
- an individual has committed a serious breach of the membership rules, regulations and/or policies of Skate Ontario/ Skate Canada.

General Disputes at the Club and Skating School Level

In accordance with [Skate Canada's Reporting General Dispute Flow Chart](#), Clubs and Skating Schools are required:

- to have a dispute resolution policy
- to attempt to resolve a General Dispute at the local level before appealing to Skate Ontario unless it is a matter of a misconduct.
- For more information on defining and reporting misconduct go to <https://skatecanada.ca/reporting-misconduct/>

Skate Ontario Policy

A general dispute “*applies to matters that may arise during the course of the club’s/skating school’s or Skate Ontario’s business, activities, and events including without limitation competitions, practices, travel associated with club/skating school/Skate Ontario activities, and any meetings.*”

[Skate Ontario General Dispute Policy](#)

DISPUTE RESOLUTION OPTIONS

Levels of Dispute Resolution

Below are types of disputes and issues that are best addressed at the following levels:

- Club/Skating School,
- Skate Ontario, or
- Skate Canada.

In most cases the club/skating school must attempt to resolve a General Dispute at the local level before appealing to Skate Ontario.

CLUB/SKATING SCHOOL LEVEL

Broad areas of disputes or issues are best addressed at the club level.

Below is a list of some common types or examples:

- Relationship issues in a club and skating school members between:
 - board members and/or coaches on the board.
 - coaches.
 - coaches, skaters and/or parents.
- Disagreement on board processes, governance and decisions that followed the correct procedure and process for making that decision.
- Split Board – feeling of us and them - usually based upon alignment to the coaches who instructs the board member's skaters.
- Disagreement on a Coach process and decision that followed the correct club/skating school procedure and process for making that decision.
- Coach, Parent and Skater disagreement on feedback given to the athlete from the coach.
- Contract disputes between coach and the club/skating school.
- How to build, repair or restore relationships from a disagreement.

SKATE ONTARIO LEVEL

The issues that go to Skate Ontario center around governance, enforcement and compliance issues where a board of directors is not following their bylaws and/or Skate Ontario or Skate Canada membership requirements or program delivery standards.

Below is a list of common compliance issues such as but not limited to:

- Club not having the correct board composition (as per their bylaws).
- Not holding an Annual General Meeting as required through their bylaws and [Skate Canada's Minimum Operating Standards Policy](#)
- Club not following proper board recruitment and nomination process for the board.
- Club/Skating School not following proper budgeting and accounting procedures. Financial management of organization in question by members.
- Club/Skating School not operating in accordance with [Skate Canada's Minimum Operating Standards Policy](#)
- Board not complying with Rowan's Law, AODA, ONCA or other Provincial Requirements of Not-for-Profit Organizations.

SKATE CANADA LEVEL

There are a limited number of disputes or issues that go to Skate Canada.

Specific complaints or appeals that go directly to Skate Canada are listed below:

- Coach soliciting skaters ([solicitation](#)) – report to safesport@skatecanada.ca
- Allegations of Misconduct – report to Skate Canada's Independent 3rd Party <https://www.integritycounts.ca/org/skatesafe>
- Allegations of Coach breaching [Skate Canada Code of Ethics](#) – report to safesport@skatecanada.ca

DISPUTE RESOLUTION OPTIONS

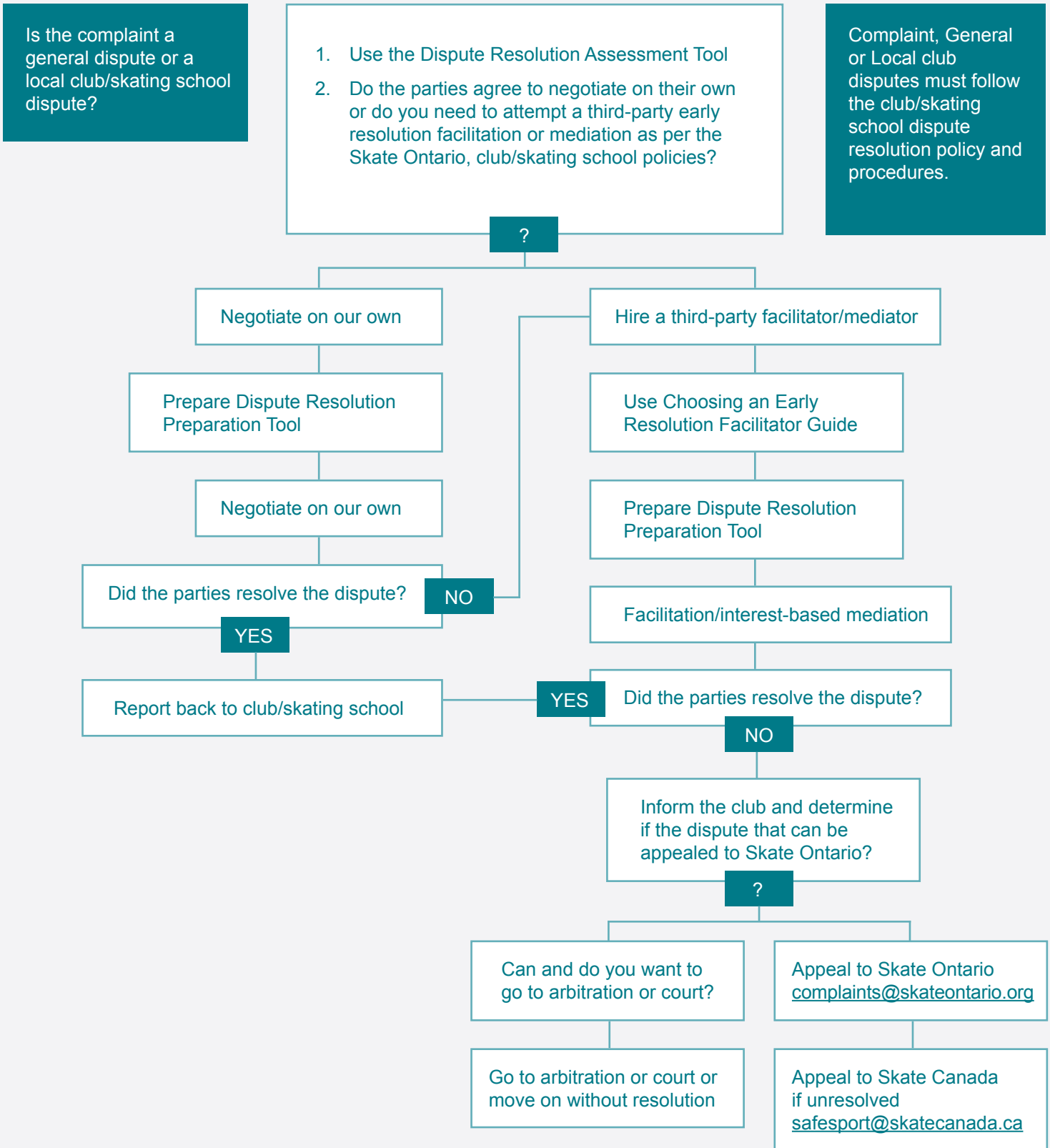
Dispute Resolution Options For General Disputes and Club/Skating School Level Disputes

For General Disputes and Club/Skating School Level disputes the following are the options available to the members:

- Attempt to negotiate and resolve it on your own.
- It is recommended that parties first fill out the assessment tool to determine if you need a third-party to help facilitate the dispute or you may want to attempt to resolve the dispute amongst yourselves.
- Get a third-party early resolution facilitator or mediator to help facilitate the dispute.

It is recommended that parties in a dispute use a proven interest-based approach when negotiating or using a third-party early resolution facilitator or mediator. There is an interest-based preparation tool and an assessment tool that is available for all parties to use before attempting to resolve the dispute. See [Appendix C](#) for the tool.

CLUB AND SKATING SCHOOL GENERAL DISPUTE RESOLUTION FLOWCHART



PREVENTATIVE STRATEGIES TO PROACTIVELY ADDRESS COMMON CAUSES OF CONFLICT

There are common causes of conflict that occur within governing boards and sport organizations. With these common and reoccurring causes there are preventive strategies that can proactively address them.

As mentioned above there are required policies and best practices that clubs/skating schools need to comply with. Some of these policies are required as they have been found to effectively mitigate common or reoccurring issues that create disputes and need policy direction.

[See Appendix F for Preventive Strategies to Common Causes of Conflict Checklist.](#)

SAMPLE DISPUTE RESOLUTION POLICY TEMPLATE

Clubs and Skating Schools must have a dispute resolution policy.

Skate Ontario has a sample dispute resolution policy template that clubs and skating schools can use to customize to their situation. [See Appendix G for Sample Dispute Resolution Policy Template.](#)

These policies align with Skate Ontario's and Skate Canada's dispute resolution policies and procedures to ensure consistent application of how disputes are managed. These sample policies and procedures work in tandem with the assessment and dispute resolution preparation tool and are designed to compliment and support the management of a dispute. They all use a consistent approach and philosophy to resolve conflict and disputes proactively and positively in the skating community.

CLOSING SUMMARY

The resources compiled in this toolkit have been developed to empower the leadership at a Skate Ontario Member Club or Skating School to effectively manage conflict at their organization.

If you have questions about how to put this toolkit into action or need support with the implementation of a Dispute Resolution Policy at your organization you can contact Kate McNeil, Manager of Club & Skating School Services, by email at kmcneil@skateontario.org.

APPENDIX A

NATIONAL SAFE SPORT PROGRAM REPORTING & RESOLUTION FLOW CHART

[Click here to view and/or download resource.](#)

NATIONAL SAFE SPORT PROGRAM

Skate Canada's vision is to inspire all Canadians to embrace the joy of skating.

Skate Canada places the highest priority on ensuring there is a safe, professional, inclusive, and respectful environment for all individuals in the skating community.



GUIDING PRINCIPLES

WHAT DOES A SAFE ENVIRONMENT ENTAIL?

The right to respect, safety, and protection.	Risk identification and management.
Education, training, and Safe Sport prevention programs and resources.	The vision, mission, and values focus on the welfare of all individuals.



Everyone is responsible for enforcing and safeguarding Safe Sport programs and policies by practicing protection through prevention.

NATIONAL SAFE SPORT PROGRAM HOW TO REPORT



The National Safe Sport Procedures are designed to:



PROMOTE
and maintain a safe, inclusive, and respectful environment.



PREVENT
any occurrence of misconduct, injury, and general disputes.



PROVIDE
reporting and resolution procedures for misconduct, injury, and general disputes.



WHAT IS A GENERAL DISPUTE?

A disagreement between parties to whom the National Safe Sport Program applies:

- When a matter of governance/contract has an adverse effect on a Skate Canada skating environment.
- Where an individual has committed a serious breach of Skate Canada membership rules, regulations, and/or policies.



WHAT IS MISCONDUCT?

Acts and/or behaviours that have potential to result in physical or psychological harm. This includes, but not limited to:

- abuse (physical, psychological, and sexual abuse)
- neglect
- bullying
- harassment
- discrimination



WHAT IS INJURY?

Bodily injury, which is sustained as a direct result of an unintended, unanticipated accident while participating in, or travelling to or from, a Skate Canada sanctioned activity.

REPORTING

- Complaints must be submitted in writing to the Skate Canada Club or Skating School as the first step to resolution.
- A general dispute can be escalated to Skate Canada as a final appeal or if the Section is implicated in the dispute.

For more information visit skatecanada.ca/safe-sport and click on the Reporting General Disputes Flowchart

REPORTING

- To maintain transparency, safety and confidentiality, all complaints of misconduct must be reported to Skate-Safe.ca, Skate Canada's independent third-party.

For more information visit skate-safe.ca and click on the Reporting Misconduct Flowchart

REPORTING

- Incidents of injury must be reported by either a coach, club/skating school or section using the online incident report form.

For more information visit skatecanada.ca/safe-sport and click on the Reporting Incidents of Injury Flowchart

REPORTING & RESOLUTION

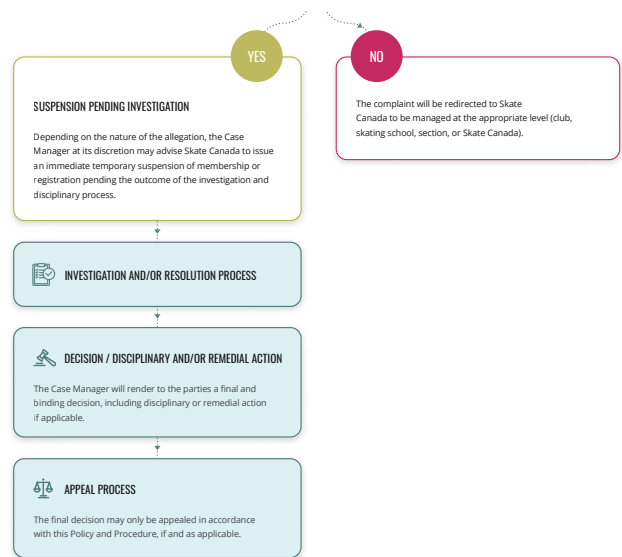
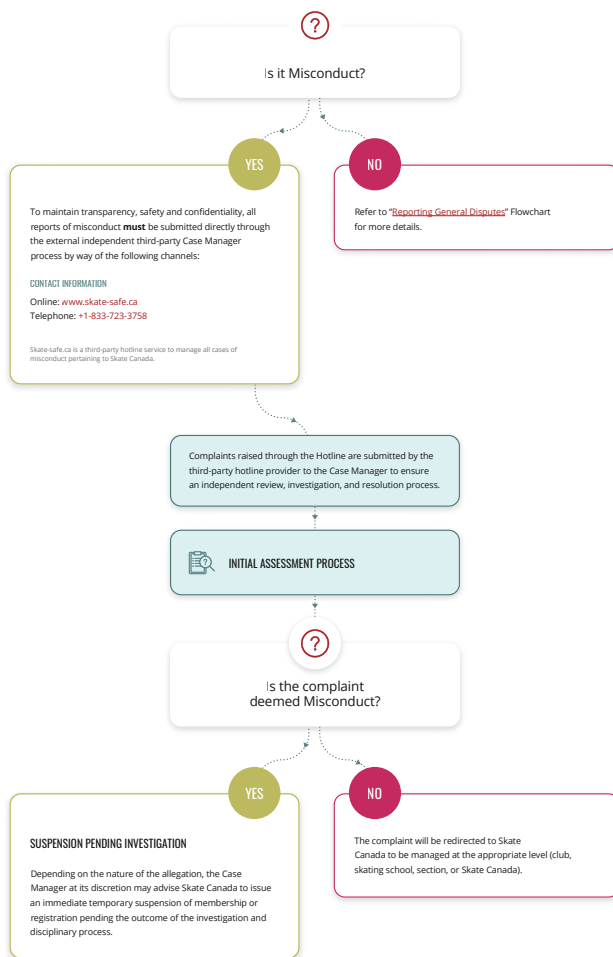
Everyone in the skating community is bound to Skate Canada's National Safe Sport Program, associated policies, and procedures. We urge you to always report general disputes, injuries and violations, or suspected violations of misconduct.

APPENDIX B SKATE CANADA REPORTING MISCONDUCT FLOWCHART

[Click here to view and/or download resource.](#)



Misconduct means acts, conduct and/or behaviours that result in or have the potential to result in physical or psychological harm, which for the purposes of Policy includes: **maltreatment** (behaviours, acts and/or conduct of **abuse** including **physical, psychological, and sexual neglect, grooming**, and interference or manipulation with the processes related to the implementation of this Policy, including retaliation, aiding and abetting, failure to report maltreatment of a minor, failure to report inappropriate conduct, and intentionally filing a false allegation), abuse of authority, **bullying harassment** and **discrimination**, all as defined within this Policy.



ADDITIONAL INFORMATION

SKATE-SAFE.CA

Skate Canada has engaged the services of an independent third-party dealing at arm's length to the organization to provide the skating community with an expert and objective facilitation for the reporting of all Safe Sport complaints of misconduct in support of Skate Canada's commitment to Canada's Safe Sport movement.

FAILURE TO REPORT

An individual who knowingly fails to report a known actual or suspected behaviours or actions of misconduct pursuant to this Policy and the Procedure may be subject to disciplinary action, at the sole discretion of Skate Canada.

CONFIDENTIALITY

Once a complaint of misconduct has been reported and until a decision is released, to protect the interests of all parties, no individual is permitted to disclose either the existence of a complaint or confidential information or records that form part of the investigation of the complaint to any individual outside of the complaint except as strictly required for the purposes of investigating, taking corrective action with respect to the complaint, or as otherwise compelled by law.

OBLIGATION TO REPORT

Everyone has an obligation to report actual or suspected behaviours or actions of misconduct in accordance with this Policy.

ACTING IN GOOD FAITH

Anyone reporting a concern must be acting in good faith and have reasonable grounds for believing the information being reported is true and accurate. Any allegations that prove not to be substantiated and prove to have been malicious or intentionally false will be viewed as a serious offence, subject to disciplinary action.

THE COMPLAINT SHOULD CONTAIN

The complaint of alleged, actual or suspected misconduct should contain as much information as possible about the misconduct situation forming the subject of the complaint, including but not limited to dates, times, and locations of the occurrence (s) of misconduct, names of any witnesses to the occurrence (s), and a detailed description of the offensive behaviour or misconduct.

APPENDIX C

DISPUTE RESOLUTION ASSESSMENT TOOL

Instructions

Review the dispute resolution checklist and mark the considerations that reflect the topic or situation you want to resolve. All parties should reflect on the considerations and come to an agreement on what type of approach they want to take.

As a general rule, if you think the conflict will escalate then getting a third-party early resolution facilitator or interest-based mediator is advisable as that will increase the likelihood of a successful resolution. Using a third-party early on or immediately when negotiating has proven to help prevent the conflict from escalating and increases the likelihood of reaching a successful resolution.

Conversely, if you and the other party think you can negotiate the dispute or conflict on your own without it escalating then getting together using the negotiation preparation tool will help you both in your negotiation and increase the likelihood of a successful resolution.

- To find a mediator in Ontario please go to ADR Institute of Ontario Directory at this link: [ADR Institute of Ontario Inc. Directory \(adr-ontario.ca\)](https://www.adr-ontario.ca/) or at ADR Institute of Canada ADR_Connect_Search ([adric.ca](https://www.adric.ca/))

Early Resolution Facilitation or Interest-Based Mediation

Early Resolution Facilitation or Interest-Based Mediation is when a third-party facilitates a discussion between two or more parties who need to resolve an issue. The early resolution facilitator is a third-party, neutral, process manager who is trained in conflict resolution and mediation.

This facilitator or mediator assists the parties to communicate and negotiate respectfully, efficiently and effectively in order to create a mutually agreeable resolution. This facilitator has no decision-making authority as this remains with the parties. The facilitation is confidential and without prejudice, which allows for open and honest conversations. The parties agree that they will not share any information gathered during the facilitation to anyone not involved in it unless the parties agree to what information may be disclosed and to whom. Without prejudice means that any information disclosed during a session, including offers, cannot be used against the party in any subsequent appeal or arbitration in the circumstance where an agreement is not reached.

With the assistance of an early resolution facilitator or interest-based mediator often the parties resolve their issue or come to a mutual agreement easier than on their own. While the early resolution facilitator or interest-based mediator is actively involved in the process, it is the responsibility of the parties to bring their issues to the table, create their own solutions and make their own decisions. This process seeks to develop solutions that satisfy the needs and concerns of all parties.

Early resolution facilitation or interest-based mediation is advisable when there is previous history of a disagreement that was not resolved amicably or if there are relationship issues. If you or the other party think the dispute or conflict could escalate then a third-party early resolution facilitator or interest-based mediator is recommended.

After completing the checklist both parties should have a discussion to determine the best approach to managing the dispute, conflict and situation. Use the [Dispute Resolution Preparation Tool in Appendix C](#) to help prepare for either a negotiation on your own or with a third-party facilitator or mediator.

APPENDIX C

DISPUTE RESOLUTION ASSESSMENT TOOL

Consider	
Negotiation	Third-party early resolution facilitator or interest-based mediator
Nature of the dispute or topic	Nature of the dispute or topic
<p>When the dispute or topic is simple and straightforward</p> <p>All parties have the capacity to manage and guide the discussion on this topic</p> <p>There is no need for additional expertise</p> <p>There is no previous history of conflict or disagreement that could not be resolved</p>	<p>When the dispute or topic is complex</p> <p>Needs extra capacity to manage and guide the process, dispute and discussion</p> <p>Needs additional expertise</p> <p>Has a history of disagreement and conflict on this dispute and topic</p>
Nature of the relationship	Nature of the relationship
<p>Mid to high levels of trust</p> <p>History of being able to resolve other conflicts amicably</p> <p>No personality conflicts</p>	<p>Mid to low levels of trust</p> <p>History of disagreement and conflict between the parties</p> <p>Personality conflicts</p>

APPENDIX D

DISPUTE RESOLUTION PREPARATION TOOL

Whether you and other parties have decided to negotiate on your own or use a neutral third-party early resolution facilitator or interest-based mediator, this tool will assist you in your preparation for the negotiation. This tool is based upon the proven Harvard Business of Interest based negotiation or mediation model initially developed by Fisher and Ury.

Instructions

Please fill out the preparation tool and then create an agenda of topics that are framed in a neutral manner.

Nature of the problem, topic or issue: Describe the problem, topic or issue	
Positions	
My Position: What is my position? What do I think is the best option or solution?	Other Positions: What are the other stakeholder's positions on this problem? What do they think is the best option?
Facts	
Facts: Are there any facts that I have not made until now that the other party would agree with?	Facts: In the communications and documents provided by the other party, what are the facts, statements or declarations that I agree with?
Neutral Framing of the Topic, Issue, Problem What problem, topic or issue do we need to solve?	
How would I frame the topic so we all would want to come together? <i>For example: Schedule, Training, Coach Contracts</i>	What topics, problems or issues do you think the other party might want to talk about?
How can I set a positive tone?	

APPENDIX D

DISPUTE RESOLUTION PREPARATION TOOL

What are my intentions in discussing this topic or problem with the other parties?	
Interests: What are my and the other party's interests, needs and concerns?	
MY SIDE	STAKEHOLDERS (Other Party)
What are my needs and concerns around this issue, topic or problem? What is important to me about this topic or dispute?	What do I guess are the needs and concerns of the other stakeholders? What is important to them? (Be specific for each stakeholder)
Common needs and concerns: Which of my needs and concerns do I think will be shared by the party?	Common needs and concerns: Which of the other party's suspected needs and concerns do I agree with and share?
What are the possible consequences for me if my relationship with the other party if the conflict escalates?	What are the possible consequences for the other party if my relationship with the other party if the conflict escalates?

APPENDIX D

DISPUTE RESOLUTION PREPARATION TOOL

What's important to me?	What is important to the other party?
What information or clarity will the other party want from me? What information will be important to share?	What assumptions am I making about the other party and/or their party?
How am I going to express my interests, needs, concerns and intent so I can be heard?	What questions or information do I want or need to ask the other party so I understand their needs, concerns and rationale for their position?
What other criteria does the solution need to meet? I.e. Club and Skating School Bylaws, Skate Ontario and Skate Canada Policy etc.	

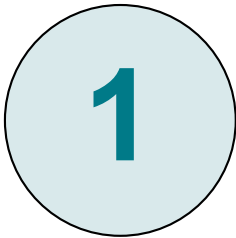
APPENDIX D

DISPUTE RESOLUTION PREPARATION TOOL

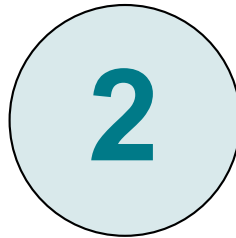
What might be some possible options that would meet the “suspected” needs and concerns of the other party and yourself?	

The Negotiation Process Steps

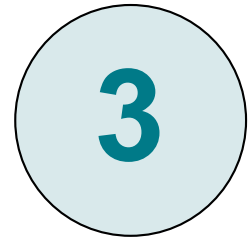
After you have prepared for the negotiation by filling out the worksheet the following are proven negotiation steps that will help to manage the negotiation process in an effective manner.



Introduction and ground rules

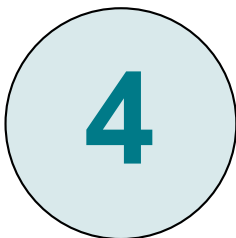


Agenda topics
(i.e. Schedule, Training, Coach Contracts)



Explore needs and concerns of all parties

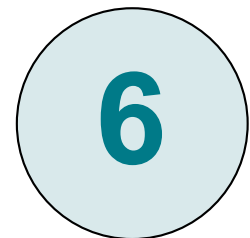
Find out what is important to be addressed (needs and concerns) in any solution that we come up with regarding the issue we need to resolve?



Based upon these needs and concerns that we have expressed, brainstorm some options that would meet these needs and concerns?



Of all options that were brainstormed, which ones best meet all of the needs and concerns expressed?



Determine next steps

APPENDIX E

CHOOSING AN EARLY RESOLUTION FACILITATOR OR INTEREST BASED MEDIATOR GUIDE

When choosing an early resolution facilitator or interest-based mediator the following questions may be helpful:

- To find a mediator in Ontario please go to ADR Institute of Ontario Directory at this link: [ADR Institute of Ontario Inc. Directory \(adr-ontario.ca\)](https://www.adr-ontario.ca/) or at ADR Institute of Canada ADR_Connect_Search (adric.ca)

Experience

- What experience education, background, and designations do you have? (Does their track record indicate that he or she has the experience necessary to conduct early resolution facilitation or interest-based mediation,?)
- If you don't have substantive knowledge of these issues, how would you handle this knowledge deficit?
- Can you give us some examples of cases/situations similar to this one that you have managed?

Training

- What training do you have?
 - For mediators, 40 hours of basic mediation training is considered the acceptable minimum
 - It is recommended that only those holding a Chartered Mediator, (or equivalent) be selected for those corresponding dispute resolution processes.
- Have you been involved in ongoing professional development?

Fees (range of fees)

Fees will be varied depending on the provider and the range goes from \$ to \$

- How and what do you charge for your services?
- What might be a reasonable budget for time and cost for this dispute option?
- How much time will it take?
- Do you have separate rates for travel time?

Personal Attributes

- Have you signed/endorsed a code of ethics?
- Can you describe your style as a mediator, arbitrator, med-arbitrator or arb-mediator?
- Is the practitioner a good communicator?
- Does the practitioner demonstrate integrity and honesty?
- Can they function independently?

Process

- Who is responsible for meeting logistics, preparing agendas, keeping meeting notes?
- Do you have the time in your schedule to take on this work?
- How and where will the sessions be held? (i.e. in-person, video conferencing)
- What expectations do you have of each of the parties?
- Can you explain the process that you intend on using?
- If there is a team approach can both professionals work effectively together?
- Have they worked together in the past?

APPENDIX F

PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Below is a list of common governing board and sport organization conflicts with corresponding preventive strategies.

In general, the following are preventative strategies for conflict in governing boards:

Being aware of Club and Skating School policies.

Understanding the content of the policies and procedures.

Ensuring the Club/Skating Schools as the appropriate policies in place as required by Skate Ontario and Skate Canada.

Provide training and knowledge transfer.

Decision making that complies with bylaws, policies and procedures

Identifying problems and policy gaps by filling out the Preventive Strategies to Common Board Issues Checklist below.

Creating policies and procedures to address reoccurring or problematic issues (see below).

Immediate Disputes

If there is an immediate dispute that needs to be resolved please refer to the dispute resolution toolkit.

- Once the immediate dispute is resolved, revisit to see if a policy or procedure needs to be created or revised to adequately prevent or manage future occurrences of this type of dispute or problem.

Preventive Strategies to Common Board Issues Checklist

1. Check off any conflicts that your board experiences and review the prevention strategy and resources available to the dispute.
2. Review the common issues, preventative strategies and any policy gaps your organization has.
3. Develop a prioritized list of actions that need to be taken based upon the areas of highest importance and risk to the organization.

General Procedure for Addressing Reoccurring or Problematic Issues or Decisions

What other issues, problems or decisions that the board experiences that would benefit or require a policy or procedure?

1. Board to get input from parties on identifying the issue and possible policy and procedure solutions.
2. Board to decide on the policy and procedure for addressing the issue.
3. Policy implementation.
4. Review policy in one year and make adjustments at annual review or as needed.

APPENDIX F

PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Policy Related Causes of Conflicts and Preventive Strategies

Common Cause of Conflict		Prevention strategy	Resource
Conflict with Policy Solutions or Conflicts caused by policy gaps			
1	Unclear policy or poor application of policy and bylaws	<ul style="list-style-type: none"> Review and revise the bylaws, policies and procedures on a regular basis Have a policy management policy as recommended by the Skate Ontario Organizational Excellence Standards Checklist 	<ul style="list-style-type: none"> Skate Ontario Organizational Excellence Checklist
2	Not in compliance with Skate Ontario and Skate Canada requirements such as: <ul style="list-style-type: none"> holding an Annual General meeting presenting independently prepared and reviewed year end financial statements having a dispute resolution policy 	<ul style="list-style-type: none"> Review Skate Canada and Skate Ontario policy requirements and identify practices and policies that need to be implemented 	<ul style="list-style-type: none"> Skate Canada's Minimum Operating Standards Policy Skate Ontario Organizational Excellence Checklist
3	Unclear dispute resolution policies and procedures	<ul style="list-style-type: none"> Have dispute resolution policies and procedures in place at the club/skating school that have clear steps Use Skate Ontario Dispute Resolution Policy and Toolkit 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit Skate Ontario Organizational Excellence Checklist Sample Dispute Resolution Policy Template
4	Inconsistent and unclear decisions caused by: <ul style="list-style-type: none"> poor record keeping and lack of knowledge transfer and transition of leadership unclear decision making processes 	<ul style="list-style-type: none"> Policy Management and Record Retention Policy to ensure well kept minutes and records of decisions and Succession Plan for mentoring & transition and as per the Skate Ontario Org Excellence checklist 	<ul style="list-style-type: none"> Skate Ontario Organizational Excellence Checklist Guidebook for board governance ontario.ca
5	Conflict escalation through improper use of social media	<ul style="list-style-type: none"> Create, and revise Social media policy that addresses conduct and use of social media by club and skating school members Provide education and awareness 	<ul style="list-style-type: none"> Skate Ontario Organizational Excellence Checklist
6	Lack of clear behavioural expectations for the board and staff	<ul style="list-style-type: none"> Review code of conduct provided by Skate Canada and follow the Skate Canada Safe Sport Environment Checklist for Clubs Create a code of conduct for the board of directors and staff if there is not one 	<ul style="list-style-type: none"> Club and School Safe Sport Environment Checklist Skate Canada Code of Ethics Skate Ontario Code of Conduct
7	Club experiencing financial pressures and/or not following proper financial, budgeting and accounting procedures	<ul style="list-style-type: none"> Ensure proper planning and budgeting occurs every year Review the budget on a regular basis 	<ul style="list-style-type: none"> Skate Ontario Organizational Excellence Checklist Guidebook for board governance ontario.ca

APPENDIX F

PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Policy Related Causes of Conflicts and Preventive Strategies

Common Cause of Conflict		Prevention strategy	Resource
Conflict with Policy Solutions or Conflicts caused by policy gaps			
8	Role and Responsibility conflict between board members, staff and coaches	<ul style="list-style-type: none"> • Provide board development and governance sessions for the board and staff to clarify roles and responsibilities • Ensure bylaws and policies clearly articulate the roles within the club and skating school • Review roles and responsibilities with new board members and staff • Have outgoing board members mentor new members on governance 	<ul style="list-style-type: none"> • Skate Ontario Organizational Excellence Checklist • Guidebook for board governance ontario.ca
9	Improper use of power and authority by board members and staff	<ul style="list-style-type: none"> • Have clear policies and procedures on how decisions are made • Review policies with new board members and on a regular basis • Skate Canada Code of Ethics provides guidance and expectations around the use of power of Coaches and all individuals whom are involved in business, activities, and events of Skate Canada • Follow Dispute Resolution Policy and Procedures if required 	<ul style="list-style-type: none"> • Skate Canada Code of Ethics • Guidebook for board governance ontario.ca • Skate Ontario Dispute Resolution Toolkit
10	Conflicts of interest is not disclosed to the club or skating school	<ul style="list-style-type: none"> • Review, revise and implement a conflict of interest policy if one is not in place or up to date <ul style="list-style-type: none"> • This would include a policy for coaches offering private lessons • Provide training and orientation to board, staff and coaches about conflict of interest and the requirement to disclose as per your Club's policies , Skate Ontario Policy and Skate Canada Code of Ethics requirements • Annual commitment of Code of Conduct and Conflict Declaration by Club Board Members 	<ul style="list-style-type: none"> • Skate Ontario Organizational Excellence Checklist • Guidebook for board governance ontario.ca • Skate Canada Code of Ethics
11	Poor Meeting Management	<ul style="list-style-type: none"> • Provide training to the board and staff on proper meeting management • Provide training to the chairperson in how to chair a meeting, and how to facilitate conflict • Have a succession plan and mentoring program with ingoing and out going chair and vice chair as recommended by Skate Ontario 	<ul style="list-style-type: none"> • Skate Ontario Organizational Excellence Checklist • Guidebook for board governance ontario.ca

APPENDIX F

PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Disagreements on Board Decisions and Direction That May Have Policy Solutions

Common Cause of Conflict		Prevention strategy	Resource
Disagreements on board decision and direction with policy strategies			
1	<p>Split Board based upon alignment to the coaches who instruct the board member's skaters. This will present as:</p> <ul style="list-style-type: none"> two coaches who have different ideas on the direction and decisions are made in favour of that coach who has the majority of parents on the board This results in the other coach and group of parents on the board having little voice on board decisions 	<ul style="list-style-type: none"> Creating a strategic plan together is one strategy that helps the whole board and coaches to work together and come to a consensus on a direction It is recommended that this be done at the beginning of the season or before the season starts If this presents as a dispute over a specific item, then it is recommended that the board follow the General Dispute Resolution Policy and toolkit 	<ul style="list-style-type: none"> Skate Ontario Strategic Plan Toolkit Skate Ontario Dispute Resolution Toolkit Skate Ontario Organizational Excellence Checklist Skate Canada Code of Ethics
2	<p>An individual board member/s, staff member/coach speaking out against a decision that was made by the board because the board did not agree with their preferred option</p>	<ul style="list-style-type: none"> Review of code of ethics and conduct for the club and those provided by Skate Canada and Skate Ontario Follow the policy for proposed solutions Follow the General Dispute Resolution Policy and toolkit Recommend that for individuals under contract with the club/school should follow HR best practices and possibly apply a progressive discipline process 	<ul style="list-style-type: none"> Skate Ontario Strategic Plan Toolkit Skate Ontario Dispute Resolution Toolkit Skate Ontario Organizational Excellence Checklist Guidebook for board governance ontario.ca
3	<p>Members expressing disagreement/dissatisfaction on a board decision what was made following the club or skating schools bylaws, policies and procedures</p>	<ul style="list-style-type: none"> Find out the rationale for the disagreement and follow the Skate Ontario General Dispute Resolution Policy and toolkit 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit

APPENDIX F

PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Team Related Conflict Involving Coaches, Skaters and/or Parents

Common Cause of Conflict		Prevention strategy	Resource
Team conflict and preventive strategies			
1	<p>Conflict and disagreement between coaches within the team These types of conflicts may present as:</p> <ul style="list-style-type: none"> Difference in values, philosophies and/or styles 	<ul style="list-style-type: none"> At the beginning of the season, or prior to the season starting, the coaches should meet to create a plan for the season that includes an opportunity to understand each other's values, philosophies & styles and come to a consensus and agreement on a seasonal plan, coaching approach, and values Follow the General Dispute Resolution Policy and toolkit 	<ul style="list-style-type: none"> Skate Canada Coach Guide
2	<p>Coach, Parent and Skater disagreement on feedback given to the athlete from the coach</p>	<ul style="list-style-type: none"> Board should have performance management policies and procedures in place to facilitate feedback to a coach Review and revise any policy or procedure that is unclear Educate coaches, skaters and parents on proper process for feedback Investigate complaint and follow policy and procedure for feedback Follow HR policies if there is a breach on club, Skate Ontario and Skate Canada policies This could include progressive discipline depending on the circumstances. Follow Dispute resolution policy 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit
3	<p>Allegations of Misconduct</p>	<ul style="list-style-type: none"> Report to Skate Canada's Independent 3rd Party skate-safe.ca Educate and train all individuals about Misconduct Policies and Procedures 	<ul style="list-style-type: none"> skate-safe.ca

APPENDIX F

PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Club Staff and Coaching Contract and Conduct Disputes

Common Cause of Conflict		Prevention strategy	Resource
Coaching Contract Disputes			
1	<p>Contract disputes between coach and the club/skating school Some examples of this may include but are not limited to:</p> <ul style="list-style-type: none"> The club is not satisfied because the coach is not performing according to their expectations The club is not satisfied because the coach is not delivering services listed in their contract The coach doesn't like the terms of the contract The coach wants help negotiating and/or interpreting the contract The club isn't providing the coach with a contract. The club and coach disagree on timelines for contract delivery 	<ul style="list-style-type: none"> Clear contract policy and procedures for contract management Review and revise contract annually with all coaches to ensure there is a clear understanding about expectations and deliverables Work with legal counsel to develop a clear contract Follow Dispute resolution policy in the contract and through club policy <ul style="list-style-type: none"> This may include using a resolution facilitator if required to reach a mutually agreeable contract and parameters 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit Skate Ontario Organizational Excellence Checklist
2	Coaches Soliciting skaters	<ul style="list-style-type: none"> Follow Skate Canada's policy on soliciting skaters The club should have a policy for private lessons Report to Skate Canada 	<ul style="list-style-type: none"> Skate Canada Policy Link – Solicitation

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PREVENTIVE STRATEGIES TO COMMON CAUSES OF CONFLICT TOOL

Relationship and communication

Common Cause of Conflict		Prevention strategy	Resource
Relationship and Communication Conflicts			
1	Relationship issues between club and skating school members	<ul style="list-style-type: none"> Take time to understand the other party and find out their style and what is important to them Communication, training and education of strategic plan, expectations, code of ethics and conduct and other key policies and procedures If a conflict arises see dispute resolution toolkit for approach 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit Skate Ontario Organizational Excellence Checklist
2	How to build, repair or restore relationships from a disagreement	<ul style="list-style-type: none"> Take time to understand the other party and find out their style and what is important to them Communication, training and education of strategic plan, expectations, code of ethics and conduct and other key policies and procedures If a conflict arises see dispute resolution toolkit for approach 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit Skate Ontario Organizational Excellence Checklist
3	Poor interpersonal communication and conflict resolution skills	<ul style="list-style-type: none"> Provide training in interpersonal communication and conflict resolution skills Have a resolution facilitator work with the parties following the dispute resolution policy and toolkit 	<ul style="list-style-type: none"> Skate Ontario Dispute Resolution Toolkit

APPENDIX G

SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

General

General Dispute Reporting and Resolution Policy

Policy Statement

[INSERT NAME OF CLUB OR SKATING SCHOOL] places the highest priority on ensuring there is a safe, professional, inclusive and respectful environment for all participants and the General Dispute Reporting and Resolution Policy (“Policy”) has been established to ensure such an environment. This Policy promotes awareness, fairness, equity, transparency, prevention and the appropriate timely response and resolution of reported violations to this Policy.

Critical to creating and maintaining a safe environment includes the establishment of preventative measures; as well as accessible reporting and resolution mechanisms to ensure fair and equitable treatment of all participants.

This Policy encourages the fair and impartial management of general disputes and is intended to encourage and enable all individuals to whom this Policy applies to submit and respond to concerns classified as a general dispute in nature. General disputes include matters such as breach of contracts and of Skate Ontario/Skate Canada rules, regulations and/or policies.

Background / Rationale

This Policy is designed as a control to help safeguard the environment, welfare and rights of everyone involved in skating in [INSERT NAME OF CLUB OR SKATING SCHOOL]. The focus of this Policy is on the collective roles, responsibilities and practices of everyone involved in any skating activities in the [INSERT NAME OF CLUB OR SKATING SCHOOL].

This includes the critical role of club, skating school individuals and members of [INSERT NAME OF CLUB OR SKATING SCHOOL], to work together in partnership to ensure an optimal operating environment where the safety of all participants is a priority at all times. Specifically, it is imperative that each individual or member in the skating community work to ensure that there is a timely and appropriate response to general disputes. It is in the interest of all individuals or members that such concerns be reported in good faith so that they can be properly addressed and corrected if required.

Policy Scope/Applicability

This Policy applies to all individuals or members, including reports and responses from individuals as defined within this Policy.

This Policy applies to general disputes between or amongst individuals or members, as defined within this Policy, in accordance with [INSERT NAME OF CLUB OR SKATING SCHOOL] General Dispute Reporting and Resolution Procedure (“Procedure”), after every effort has been made to resolve the general dispute at the club/skating school level through the club/skating school’s general disputes policies and procedures. To this extent, parties must attempt early resolution facilitation or mediation for a general dispute, before appealing the general dispute to Skate Ontario, unless it is deemed that it would cause harm to one or more of the parties.

This Policy also applies to reports/claims from or between individuals to whom this Policy applies.

This Policy applies to matters that may arise during the course of the [INSERT NAME OF CLUB OR SKATING SCHOOL] business, activities, and events including without limitation competitions, practices, travel associated with [INSERT NAME OF CLUB OR SKATING SCHOOL] activities, and any meetings.

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SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

This Policy may also apply to an individual's conduct outside of [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario's business, activities and events when such conduct:

1. adversely affects relationships within [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario/Skate Canada (and its work and sport environment)
2. is detrimental to the image and reputation of [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario/Skate Canada; and/or
3. is sufficiently serious and significant as to be of general importance to skating and/or of general importance to the overall ability of [INSERT NAME OF CLUB OR SKATING SCHOOL] to discharge its objectives.

Note: The applicability of the individual's conduct outside of Skate Ontario business, activities, and events will be determined by Skate Ontario at its sole discretion on a case-by-case basis.

[The section below should only be included in a club or skating schools policies if they have policies that outline behaviours that are deemed inappropriate.]

Violations of any [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario policies may result in a warning, reprimand, restrictions, suspension, or other disciplinary actions up to and including expulsion, as applicable and appropriate, and/or as permitted by the Bylaws of [INSERT NAME OF CLUB OR SKATING SCHOOL]. For coaches, a violation may also result in a status change to 'not in good standing' or such other status as may be in place from time to time.

This Policy establishes the Procedure and is designed to ensure an appropriate and timely resolution of reports of general disputes.

This Policy does not apply to matters where there are other Skate Ontario policies in place, including but not limited to the policy on anti-doping, and appeals related to the team selection and carding processes.

Guiding Principles

The guiding principles set out below provide the framework for this Policy.

- Promoting a Safe Sport environment and culture, including the security, safe practices and treatment of individuals with respect, dignity, fairness, and inclusion, in support of our core values,
- Protecting the safety and welfare of all participants through preventative measures, including comprehensive policies and protocols, risk identification and management, education, training, resources and communication and awareness,
- Ensuring and supporting an accessible reporting and resolution process that is confidential, compassionate, fair, comprehensive, transparent and independent; ensures timely resolution; and is without reprisal for general disputes.

Definitions

Certain terms used herein may not be capitalized; however, for the purposes of this Policy, the following terms herein have the ascribed meanings as set forth below. In addition, all references to the singular include the plural and vice versa.

Board: pursuant to the Bylaws, means the board of directors of [INSERT NAME OF CLUB OR SKATING SCHOOL].

Bylaws: mean the **Bylaws of Skate Ontario** that govern the organization outlining the rights, roles and responsibilities of the Board and members. **[It is recommended to put in a link to your bylaws or a location where they can be found]**

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SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

Costs: Costs for dispute resolution include the cost of the facilitator or mediator and any other facility and hosting costs.

Early resolution facilitation: Is an informal dispute resolution process whereby a neutral third-party facilitator who is a professional mediator facilitates communication with parties to help them reach a resolution. In this process the parties make the decisions and the facilitator guides the conversation.

Early resolution facilitator: The resolution facilitator is a professional mediator whose role is to provide a forum for parties to openly communicate with one another and, where possible, guide them to an amicable settlement.

General dispute: means a disagreement between parties to whom this Policy applies: in respect of a matter of governance or contract which has a material adverse effect on the figure skating environment in which Skate Ontario/Skate Canada programs are delivered, and/or where an individual has committed a serious breach of the membership rules, regulations and/or policies of Skate Ontario/ Skate Canada.

Individual: means a person, and includes registrants, volunteers, parents/guardians of skaters (including minor skaters), as well as persons engaged in activities, events/competitions and programs with and/or hosted by Skate Ontario or SCHOOL] [INSERT NAME OF CLUB OR SKATING SCHOOL], including, but not limited to, directors of the Board, members of the standing committees of the Board, members of the operating committees of [INSERT NAME OF CLUB OR SKATING and officers of [INSERT NAME OF CLUB OR SKATING SCHOOL].

Interest-based Mediation: means a process where an independent mediator facilitates a dispute between parties. The mediator helps the parties communicate and negotiate more respectfully, efficiently and effectively to create an agreement. In interest-based mediation, the mediator has no decision-making authority – it is the parties responsibility to make the decisions and create the agreement.

Interest-based Mediator: means an independent third-party who is a knowledgeable, neutral, process manager who is trained in conflict resolution and mediation.

Law: means any applicable legislation, statutes, regulations, policies, rules and codes of conduct established by government, legal or regulatory authority, or by any self-regulated industry association by which [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario is or has agreed to be bound.

Member: pursuant to the Bylaws, means each individual that meets the requirements of the Bylaws and that has been duly admitted as a member of [INSERT NAME OF CLUB OR SKATING SCHOOL].

Misconduct: means acts, conduct and/or behaviours that result in or have the potential to result in physical or psychological harm, which for the purposes of Policy includes: maltreatment, behaviours, acts and/or conduct of abuse including physical, psychological, and sexual; neglect; grooming; and interference or manipulation with the processes related to the implementation of this Policy, including retaliation, aiding and abetting, failure to report maltreatment of a minor, failure to report inappropriate conduct, and intentionally filing a false allegation, abuse of authority, bullying, harassment, and discrimination.

Minor: means a child under the age of majority and as defined in the province of Ontario, as may be amended from time to time. It is the responsibility of all to know the age of a minor.

Safe Sport: means a program designed to protect the safety and welfare of all participants through prevention, comprehensive policies and protocols, risk identification and management, education, training, resources and communication.

Skater: means (i) a person who is registered at a club or skating school with Skate Canada and Skate Ontario and who is subject to all applicable rules, regulations and policies of Skate Canada and Skate Ontario but who is not a member; and (ii) a person who is engaged in any activity provided, sponsored, supported, sanctioned or recognized by Skate Ontario and registered directly with Skate Canada and Skate Ontario but who is not a member.

APPENDIX G

SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

No Retaliation for good faith reports

Retaliation against an individual who has reported an incident in good faith will not be tolerated and one who retaliates is subject to disciplinary action, up to and including expulsion from membership in [INSERT NAME OF CLUB OR SKATING SCHOOL], Skate Ontario and/or Skate Canada.

Acting in good faith

Anyone reporting a concern must be acting in good faith and have reasonable grounds for believing the information being reported is true and accurate. Any allegations that prove not to be substantiated and prove to have been malicious or intentionally false will be viewed as a serious offence, subject to disciplinary action up to and including expulsion from membership in [INSERT NAME OF CLUB OR SKATING SCHOOL] Skate Ontario and/or Skate Canada.

Confidentiality

Once a general dispute has been reported and until the parties come to a resolution through their negotiation, early resolution facilitation or mediation, to protect the interests of all parties, no individual is permitted to disclose either the existence of a complaint or confidential information or records that form part of the negotiation, early resolution facilitation or mediation of the complaint to any individual outside of the complaint except as strictly required for the purposes of negotiation, early resolution facilitation or mediation, taking corrective action with respect to the complaint or as otherwise compelled by law. [INSERT NAME OF CLUB OR SKATING SCHOOL], as applicable, shall be required to maintain the confidentiality of the general dispute, inquiry or record thereof, including contents of meetings, interviews, results of investigations, the discipline and other information only to the extent practical and appropriate. There may be cases that confidentiality is not feasible, including but not limited to, where an immediate temporary suspension of membership or registration is required pending the outcome of the negotiation, early resolution facilitation or mediation.

In certain circumstances, [INSERT NAME OF CLUB OR SKATING SCHOOL] is obligated by law or by order of a tribunal of competent jurisdiction to disclose confidential information regardless of whether consent is provided.

Any breach of the confidentiality requirements as outlined herein will be treated as a serious offence.

The individual who breached the confidentiality requirements may be subject to disciplinary action, at the sole discretion of [INSERT NAME OF CLUB OR SKATING SCHOOL], up to and including expulsion from membership in

Timelines

If the circumstances are such that a timely resolution is not possible, [INSERT NAME OF CLUB OR SKATING SCHOOL] (depending on the nature of the dispute) may direct that the timelines as outlined in the Procedure be revised.

Costs

If during the assessment Skate Ontario determines that the dispute will be addressed by Skate Ontario and not sent back to the local club or skating school, the cost formula that is in the Skate Ontario procedures will be used to determine how parties will pay for the cost of processing the dispute.

As per the Skate Ontario Policy.

Any costs that the parties paid for dispute resolution before submitting a complaint or an appeal to Skate Ontario will be paid by the parties including:

1. Communication between the individual parties
2. Early resolution facilitation
3. Mediation
4. Arbitration

APPENDIX G

SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

Records and Distribution of Decisions

Records of all decisions, including all supporting documentation (investigation reports, any corrective action taken, notes, etc.), will be maintained by [INSERT NAME OF CLUB OR SKATING SCHOOL], in a secure location in accordance with the [INSERT NAME OF CLUB OR SKATING SCHOOL] Record Retention Policy. [Note: If your club or skating school does not have a retention policy this should be updated.]

[INSERT NAME OF CLUB OR SKATING SCHOOL] will take all reasonable steps to implement the necessary preventative measures and respond to any reported general dispute.

[INSERT NAME OF CLUB OR SKATING SCHOOL] will collaborate with the provincial government, Skate Ontario, Skate Canada, as well as applicable partners to support and advance Safe Sport programs.

Board

The Board has overall accountability for the approval and oversight of this Policy to ensure that the Policy is consistent with the strategic direction, objectives and strategic plans of [INSERT NAME OF CLUB OR SKATING SCHOOL].

Executive Director [put in any appropriate management position or delete if there is no paid staff for the management of your club or skating school]

The Board has assigned the responsibility for the implementation of this Policy and the Procedure to the Executive Director (the “ED”), including ensuring the organization has the appropriate resources to develop ongoing prevention measures, operational procedures and practices for Safe Sport, the development of an evaluation system that regularly monitors the effectiveness of initiatives in Safe Sport and an ongoing and ever evolving communication and partnership strategy within the skating community to ensure a Safe Sport environment for all of our participants.

Individuals

All individuals are responsible to:

- be familiar with and understand the provisions of this Policy, the supporting Procedure, the [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario Codes of Conduct, as well as other applicable [INSERT NAME OF CLUB OR SKATING SCHOOL] and Skate Ontario policies and protocols, including those specifically identified in this Policy;
- treat everyone with professionalism, respect, inclusiveness, dignity, and fairness in alignment with our core values;
- support [INSERT NAME OF CLUB OR SKATING SCHOOL] vision of providing the safest possible environment for all of our participants in the skating community;
- report any wrongdoing or concerns as outlined in this Policy;
- protect all individuals who report general disputes from retaliation or reprisal; and
- take all applicable education and training, as prescribed from time to time.

Controls and Monitoring

The primary controls and monitoring mechanisms for this Policy are as follows:

1. Establishment, oversight and continuous updating of policies, procedures and guidelines for best practices related to Safe Sport, as applicable.

Governance / Oversight

This Policy is reviewed and approved at a minimum every NUMBER OF YEARS, or sooner if there are legislative or regulatory changes, as part of policy review and validation in accordance with the Policy Management.

APPENDIX G

SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

General Dispute Reporting Procedures

General Disputes may be reported to [INSERT NAME OF CLUB OR SKATING SCHOOL] through one of the following methods:

1. Via email to [email address]
2. [Other contact information]

If the complaint contains any allegations of misconduct, the complaint will be automatically redirected to the Skate Canada external independent third-party Case Manager process by way of the following channels:

Online: www.skate-safe.ca

Telephone: +1-833-723-3758

If the general dispute names Skate Ontario as the party against which the complaint is being filed, the general dispute is to be reported directly to Skate Canada for resolution in cases where there is not a resolution after appropriate discussions with Skate Ontario.

Receipt of a complaint or dispute

Upon receipt of a complaint, the board and/or the executive director will inform the parties of the dispute resolution policies and procedures. The parties will be informed of the policy below.

[Choose one of the sample policies below]

Sample Club and Skating School Dispute Resolution Policy and Procedures for a general dispute

Sample A

If there is a general dispute between individuals and members of the [INSERT NAME OF CLUB OR SKATING SCHOOL], they are **required** to try to resolve the dispute themselves using the Skate Ontario Dispute Resolution Toolkit.

If the parties do not wish to try to resolve the dispute by themselves, they must attempt Early Resolution Facilitation or Mediation to facilitate the dispute before referring the dispute to Skate Ontario.

- Parties must use the Skate Ontario Dispute Resolution Toolkit when preparing Early Resolution Facilitation or Mediation.
- [it is recommended to put in a link to the toolkit]

If the dispute is not resolved through Early Resolution Facilitation or Mediation the dispute must be referred to Skate Ontario.

Skate Ontario will then assess the most appropriate level and dispute resolution mechanism to use to resolve the dispute.

APPENDIX G

SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

Sample B

If there is a general dispute between individuals and members of the [INSERT NAME OF CLUB OR SKATING SCHOOL], they are **required** to try to resolve the dispute themselves before referring the dispute to Skate Ontario.

Parties must attempt Early Resolution Facilitation or Mediation to facilitate the dispute before referring the dispute to Skate Ontario.

- Parties must use the Skate Ontario Dispute Resolution Toolkit when preparing Early Resolution Facilitation or Mediation.
- [it is recommended to put in a link to the toolkit]

If the dispute is not resolved through Early Resolution Facilitation/Mediation the dispute must be referred to Skate Ontario. Skate Ontario will then assess the most appropriate level and dispute resolution mechanism to use to resolve the dispute.

Sample C

This sample has a distinct clause that includes statement about harm and directs them to go directly to using a third party for Early Resolution Facilitation/Mediation.

If there is a general dispute between individuals and members of the [INSERT NAME OF CLUB OR SKATING SCHOOL], they are **required** to try to resolve the dispute themselves or through Early Resolution Facilitation/Mediation before referring the dispute to Skate Ontario.

- Parties must use the Skate Ontario Dispute Resolution Toolkit when preparing Early Resolution Facilitation or Mediation.
- [it is recommended to put in a link to the toolkit]

If one or more of the parties deems that the dispute may escalate or cause harm to one or more of the parties it is recommended that they proceed directly to using a neutral third party to conduct a Early Resolution Facilitation/ Mediation.

If the dispute is not resolved through Early Resolution Facilitation/Mediation the dispute must be referred to Skate Ontario.

Skate Ontario will then assess the most appropriate level and dispute resolution mechanism to use to resolve the dispute.

Costs

The following schedule outlines how costs will be distributed for the different dispute resolution mechanisms. The payment of costs may vary if all parties mutually agree.

1. Communication between with individual(s) and the club: For this dispute resolution mechanism, costs for the facilities, hosting and parties travel costs will be equally shared between the [club/skating school] and the parties to the dispute.
2. Early resolution facilitation and mediation costs: For early resolution facilitation and mediation, the cost for the third-party early resolution facilitator or mediator, hosting and facility costs will be equally shared between the [club/skating school]. Parties will be responsible to pay for their own travel costs.
3. Arbitration costs: For arbitration, the cost for the third-party arbitrator, hosting and facility costs will be equally shared between the [club/skating school]. Parties will be responsible to pay for their own travel costs.

For all dispute resolution mechanisms, the parties are responsible for their own legal costs.

APPENDIX G

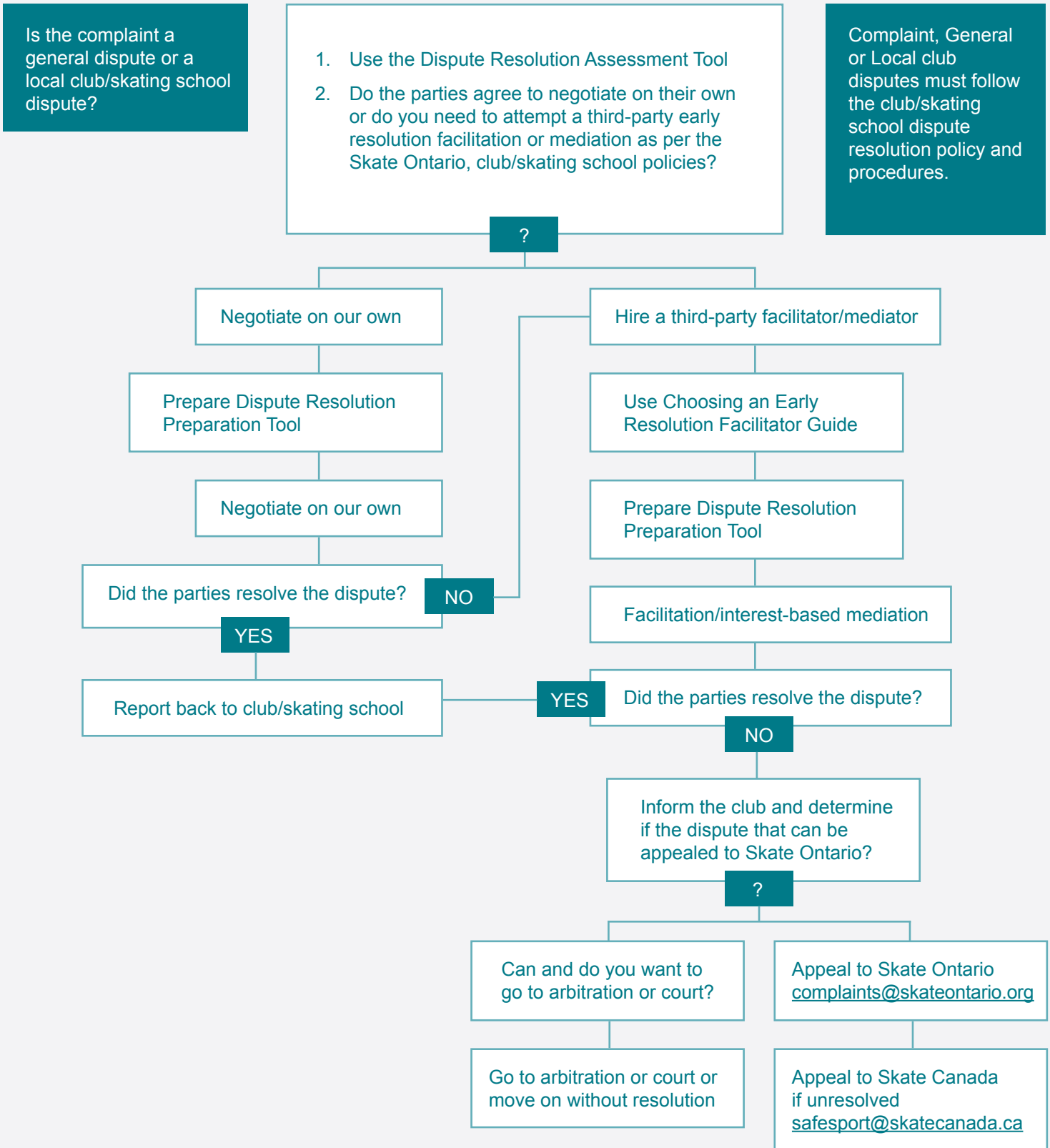
SAMPLE DISPUTE RESOLUTION POLICIES TEMPLATE

Governance / Oversight

This Procedure is reviewed and approved at a minimum every [NUMBER OF YEARS] in conjunction with the Policy, or sooner if there are legislative or regulatory changes, as part of policy review and validation in accordance with the Policy Management Policy.

APPENDIX H

CLUB AND SKATING SCHOOL GENERAL DISPUTE RESOLUTION FLOWCHART



REFERENCES AND RESOURCES

- [Guidebook for board governance | ontario.ca](#)
- The Board Governance and Running Effective Meetings guidebooks are a [resource available free of charge from OMAFRA](#). These resources can be used to help not-for-profit organizations manage conflict, develop policies and procedures, run effective meetings and much more.
- Governing good, Managing Conflict: A Guide for Volunteer Boards By E. Grant MacDonald, 2016.
- [Non-profit documents and guides | Alberta.ca, 2024](#)
- [Club and School Safe Sport Environment Checklist\[1\].docx \(skatecanada.ca\)](#)
- Skate Ontario Org Excellence Standards Checklist
- [Club-and-School-Safe-Sport-Environment-Checklist.pdf](#)
- [Skate Canada Code of Ethics](#)
- Fisher, R., Ury, W., & Patton, B. (2006). Getting to Yes (2nd ed.). Penguin Putnam
- [Skate Ontario General Dispute Policy](#)
- Alberta Municipal Affairs. Third-party intermunicipal dispute resolution handbook for municipalities in Alberta, B. Asibey, S. Ahlstrom, M. Scheidl, Government of Alberta, April 2021
- [14 Conflict Resolution Strategies for the Workplace \(positivepsychology.com\)](#)