

## Policy, Rules and Procedure

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## Policy, Procedures and Rules

- Are considered types of plans
- Can be found in international, national, federal, provincial, or local sport and recreation organizations
- Don't worry if the terms are confusing to you, as even experienced managers disagree over
  - what is a policy, and, for example, what is a goal, or what is a rule

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## Policies

- **POLICY:** General guideline to follow in making decisions and taking action.
  - For recurring (repetitive) decisions.
  - Results in consistent and fair decisions
  - It sets the boundaries for the decision making.
  - Policy is open to interpretation (has ambiguous terms) by managers
  - Should be written (Policy Manual)
  - Organizations often have unwritten policies

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## Policy Setting

- In nonprofit sport organizations, the Board sets policy and the staff implements policy.
- The most frequent activity in Board meetings is usually the development of policy.
- Staff may draft the policy for review by the Board, but the Board must approve it.
- Staff decisions are easier when policy is clear.

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## Rules

- **RULE:** a specific course of action/conduct
  - Tells you what can and cannot be done (defines acceptable behaviour; absolute limits)
  - Ensure consistency of behavior
  - Very strict; a rule has little or no interpretation (like a law)
  - Very specific and detailed
  - If rule is violated, corrective action is taken
    - Cheating is forbidden; it is a rule

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## Policy or Rule

- Sometimes what begins as a policy can become a rule or
- What starts as a rule becomes a policy
- The difference is in whether exceptions would be made; policies would have more exceptions than rules
- If the Board wants managers to use their judgement MORE, then avoid rules.

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## Procedures

- **PROCEDURE:** a statement standardizing a course of action (the “how to”)
  - Explains customary way for handling an activity
  - Provides the series of interrelated steps to take
  - Procedure guides action; a policy guides thinking
  - Detailed instructions
  - Results in consistent outcomes

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## The Role of Policy

- Policy must be consistent with other plans (Corporate, Strategic, Operating)
- Policy supports other plans.
- Policy has a huge impact on how an organization functions
- In sport, policy affects athletes, coaches, officials and administrators

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## Policies, Rules and Procedures

- Risk Management policy example:
- Policy: No sticks and pucks during public skating
  - The rink manager should not be required to make a decision on this every five minutes
  - However, if there is only one person on the ice, would you make an exception?
- Rule: No sticks and pucks during public skating

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## Policy Examples

- Policy: Whenever possible, school teams will have a coach of the same gender as the athletes
- Policy: School teams will have the best coach available, regardless of gender
- Rule: School teams must have a coach of the same gender

Policies can be changed, and will impact how the organization operates. How could these be changed?

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## Quiz: Policies vs. Rules vs. Procedures

- Are the following statements policies, rules or procedures?
  - Students should not receive more than one scholarship per year
  - Students must have a 2.75 GPA to qualify for a scholarship
  - Scholarship applications are received by the undergraduate office, and must be personally delivered by the applicant.

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## Steps in Policy Development

- **Step 1: Define the problem**
  - Is there an existing policy, or is a new policy required?
  - Who is involved and how are they affected?
  - What information, opinions, and issues must be considered in policy development?
    - Organization's mission/vision/goals
    - Organization's performance measures
    - Organization's budget priorities

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## Define the Problem

- Policy Development:
- Background – children apply to KidSport for funding. Often, available funds cannot cover all of the applicants.
  - KidSport – should applications be approved on a first-come, first-served basis, or should some other criteria be used

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## KidSport Mission and Values

- **Mission:** To remove financial barriers for children to participate in sport.
- **Vision:** All children, should they choose to participate, will not face financial barriers.
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## Step 2:

### Generate Alternative Solutions

- What are the possible solutions?
- 2 extremes
  - 1.
  - 2.
- Intermediate solutions
  - 1. ??
  - 2. ??

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## Evaluate Solutions

- 1.
  - Pro:
  - Con:
- 2.
  - Pro:
  - Con:
- 3.
  - ??

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## Choosing the Solution

- Report back: What is the best solution and why?
  - A.
  - B.
  - C.
  - D.

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## Creating the Policy

- Combine ideas:

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### Step 4: Impact & Consequences

- Once you have chosen one solution (policy):
- What will the impact of the policy be?
  - on parents -
  - on children –
  - on coaches -
- What are the consequences of this policy?
  - For organization (people, rules, procedures...)

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### Solution Implementation

- How would the chosen solution (policy) be applied/implemented?
  - Policy (that you selected)
  - Rules (would rules need to be added/changed)
  - Procedures (would procedures change)

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### Summary Thoughts on Policy

- Do we need a policy? Policy may need to be developed if there is a recurring decision to be made, and there is no policy OR
- Policy may need to be eliminated if it is not working OR
- Policy may need to be revised if it is not working
- If following the policy creates problems, you need to rethink the policy

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### Policy, Procedure, Rule

- For each policy:
  - Why is the policy, procedure or rule needed?
  - What will the impact be?
  - How will it be applied?
  - How will we know if it works?
  - How could it be changed if it doesn't work?
  - What would the affect of the new policy be?

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### Policy for Final Exam

- Review On-Court Behavior Policy

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### Other examples of policy

- National – performance measures
- Provincial govt. – taxpayer vs user pay
- PSO – allocation of funds
- Club – coach education standards
- Team – parent input
- Event – eligibility for event

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THERE IS NO PERFECT  
POLICY, ONLY A BETTER  
AND MORE INFORMED  
ONE!

Any questions?

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