

**Canoe Kayak Canada**  
**Complaint Management - Roles**

*(For circulation to PTSOs and Clubs)*

Complaint management as outlined in the *Discipline and Complaints Policy*, *Investigations Policy- Discrimination, Harassment, and Maltreatment*, *Dispute Resolution Policy*, and the *Appeal Policy* of the CKC Safe Sport Policy Manual is implemented, in large party, by individuals who fulfill the following roles:

1. **Independent Third Party:** the independent individual retained by CKC to receive complaints and to fulfill the responsibilities outlined in the *Discipline and Complaints Policy* and *Investigation Policy*
2. **Discipline Chair.** the individual appointed to handle the duties of the Discipline Chair as described in the *Discipline and Complaints Policy*.
3. **Case Manager.** the independent individual appointed by CKC or Member, as applicable, to fulfill the responsibilities described in the *Discipline and Complaints Policy*. In order to be appointed as a Case Manager, the individual must have relevant experience and skills to manage complaints and perform their duties, either as a legal practitioner or sport administrator.
4. **Appeal Manager.** the individual appointed by CKC or a Member who may be any staff member, committee member, volunteer, Director, or an independent third party, to oversee the administration of the *Appeal Policy*. The Appeal Manager's responsibilities shall include those as described in the *Appeal Policy*.
5. **Appeal Panel:** the panel appointed by the Appeal Manager to adjudicate appeals filed pursuant to the *Appeal Policy*.
6. **Discipline Panel:** the panel appointed by the Case Manager to adjudicate complaints filed pursuant to the *Discipline and Complaints Policy*.
7. **Screening Committee:** the independent third party that is responsible for reviewing screening applications in accordance with the *Screening Policy*.

It should be noted that there may be overlap of the desired skills and experience for some of the roles, as described below in Table 1.

**Table 1.** Roles within the CKC Safe Sport Policy Suite as required for CKC and CKC Member Organizations, including qualifications of individuals for each role.

<b>Role</b>	<b>CKC</b>	<b>PTSO</b>	<b>Club</b>	<b>Qualifications</b>
Case Manager and Appeal Manager	Yes	Yes	No	<ul style="list-style-type: none"> <li>• Ability to understand, interpret and apply policies</li> <li>• Understanding of and ability to implement safeguards for confidentiality and avoidance of bias</li> <li>• Knowledge of best practices to manage distribution of confidential documents</li> <li>• Ability to write clear, reasoned decisions</li> <li>• Bilingual (where applicable)</li> </ul>
Discipline Chair	Yes	Yes	Yes	<ul style="list-style-type: none"> <li>• Ability to understand, interpret and apply policies</li> <li>• Ability to write clear, reasoned decisions</li> <li>• No previous involvement in case (i.e., cannot be the Case Manager or Appeal Manager, and cannot have been involved in the receipt or processing of the complaint or appeal)</li> </ul>
Discipline Panel and Appeal Panel	Yes	Yes	No	<ul style="list-style-type: none"> <li>• Ability to understand, interpret and apply policies</li> <li>• Experience in adjudication</li> <li>• Ability to write clear, reasoned decisions</li> <li>• No previous involvement in case (i.e., cannot be the Case Manager or Appeal Manager, and cannot have been involved in the receipt or processing of the complaint or appeal)</li> </ul>
Screening Committee	Yes	TBD	TBD	<ul style="list-style-type: none"> <li>• Ability to understand, interpret and apply policies</li> <li>• Ability to write clear, reasoned decisions</li> <li>• Understanding of and ability to implement safeguards for confidentiality and avoidance of bias</li> <li>• Knowledge of best practices to manage distribution of confidential documents</li> </ul>

### **Important considerations:**

- Each member organization will be required to ensure that suitable individuals are available to fill the roles where required and when necessary pursuant to the CKC Safe Sport Policy Manual;
- It is strongly recommended that each member organization name a Discipline Chair (or have access to a pool of Discipline Chairs) and that they are readily available to receive complaints from the Independent Third Party;
- Member organizations may name a single individual or a pool of individuals for a specific term and for each of the positions noted above. Member organizations may also collaborate with one another to establish pools of individuals to fill each position that they are required to have and to draw from these pools when required and necessary;
- Member organizations may rely on other bodies or agencies to fulfil a role as necessary (e.g., Provincial Sport Ministry, when applicable); and
- Individuals identified for the positions above will receive training regarding the CKC Safe Sport Policy Suite.

Member organizations may identify individuals to fill these roles through a number of methods, including but not limited to the following:

- Approaching those within your existing network, including former board members, other PTSOs, etc;
- Releasing a call-out to your existing membership or through other public circulations or mailing lists (e.g., SIRC ad, provincial law societies); or
- Relying on other consulting organizations (e.g., Sport Law and Strategy Group, LBB Strategies)