



ENGAGEMENT EXPECTATIONS AND PROFESSIONAL CONDUCT POLICY

APPROVED

Policy Name: OHF Engagement Expectations and Professional Conduct		Date of Approval: 2025-05-25	Activation Date: 2025-05-25
Approved by: OHF Board of Directors	Linking To: OHF Participant Respect and Expectations Policy	Replacing Previous Versions	
Review Cycle: OHF Executive Director Annually with recommendations to Board of Directors.			

1. PURPOSE

- 1.1 The purpose of this policy is to define expectations for engagement and professional conduct among all stakeholders of the Ontario Hockey Federation (OHF). This document outlines the standards of behavior and communication that support a respectful, solution-oriented, and collaborative environment.
- 1.2 This policy supports and reinforces the OHF Code of Conduct by outlining specific expectations for engagement and communication.

2. SCOPE

- 2.1 This policy applies to all individuals engaged with the OHF, including but not limited to: Board Members, Executive Directors, staff, volunteers, Member organizations, and external partners.

3. POLICY STATEMENT

- 3.1 The OHF is committed to fostering a professional environment grounded in mutual respect, integrity, and constructive engagement. To achieve our collective goals, it is essential that all interactions be guided by the following principles:

4. PRINCIPLES OF ENGAGEMENT

- 4.1 Respect for Leadership and Individuals
- 4.1.1 **Derogatory Comments:** Disparaging or disrespectful remarks directed at leaders or any individual involved in OHF operations are not acceptable. Mutual respect is fundamental to productive collaboration.
- 4.1.2 **Threats:** Threatening another individual's position or livelihood, including comments such as "I'll have you fired," is not consistent with a professional or respectful environment.
- 4.1.3 **Constructive Feedback:** Criticism should be framed in a constructive manner, focused on improvement and solutions, rather than personal attacks or undermining behaviors.
- 4.2 Focus on Solutions, Not Dismissal
- 4.2.1 **Dismissive Behavior:** Disregarding organizational efforts or responding to challenges with cynicism or indifference undermines progress. All parties are expected to approach issues with a solutions-focused mindset.
- 4.2.2 **Healthy Debate:** Open dialogue and diverse viewpoints are encouraged, provided they are expressed respectfully and with the intention of advancing shared goals. Personal attacks, obstructionist tactics, or refusal to engage constructively will not be tolerated.
- 4.3 Professionalism in Dispute Resolution
- 4.3.1 **Reference to Litigation:** Premature or frequent threats of legal action hinder constructive problem-solving. Conflict resolution should begin with open dialogue and the intention to reach mutual understanding.
- 4.3.2 **Mediation and Negotiation:** In the event of disputes, parties are encouraged to pursue mediation and negotiation as the first course of action, in alignment with OHF's values.
- 4.4 Commitment to Professional Integrity
- 4.4.1 All parties are expected to act with professionalism, integrity, and in alignment with OHF's mission and values. Disruptive behavior or actions contrary to these standards may compromise collaboration and will be addressed accordingly.
- 4.5 Lines of Communication
- 4.5.1 **Governance-to-Governance Communication:** Strategic and governance-related issues should be addressed between respective board chairs.
- 4.5.2 **Operations-to-Operations Communication:** Operational matters should be managed between respective Executive Directors.
- 4.5.3 **Exceptions:** In specific instances, both the OHF Chair and OHF Executive Director may need to participate in joint conversations. However, the preferred and appropriate communication pathways remain:
- 4.5.3.1 Board Chair ↔ Board Chair

5. POLICY ENFORCEMENT

- 5.1 Concerns regarding behavior or adherence to this policy should be raised through appropriate channels. The OHF is committed to addressing such concerns in a fair, timely, and respectful manner, with a view to restoring productive collaboration.
- 5.2 Where appropriate, existing OHF dispute resolution mechanisms may be utilized to support resolution, including but not limited to mediation, facilitated discussions, or formal appeals processes as outlined in OHF policies and regulations.
- 5.3 Failure to comply with the policy can result in sanctions for the individual or organization in question. Those may include imposed guidelines for interaction with the OHF, not being allowed to attend or participate in OHF meetings or committee assignments. Those sanctions would be imposed by the OHF board and the board also reserves the right to impose other measures where appropriate.

6. ACKNOWLEDGEMENT

- 6.1 All individuals and partners are expected to review and acknowledge this policy as a condition of engagement with the OHF. Continued partnership is contingent upon adherence to these expectations.

7. ALIGNMENT WITH EXISTING POLICIES

- 7.1 This policy is intended to complement, not replace, the OHF Code of Conduct and any applicable Member policies. All individuals are expected to uphold the standards outlined in both this document and the broader Code(s) of Conduct.
- 7.2 Where disputes or conflicts arise, stakeholders are encouraged to refer to the applicable OHF policies and dispute resolution mechanisms to guide fair and effective resolution. In the event of any discrepancy or concern, the OHF Code of Conduct and related governance policies will serve as the primary reference for interpretation.