

INDEX – CROSS COUNTRY SASKATCHEWAN OPERATIONS MANUAL

Introduction

The Sport World We Live In – Our Partners and Mentors **1**

- Sask Sport Inc.
- Sport Development Strategic Plan - Goals

Cross Country Saskatchewan – Who We Are **3**

- Role of the Association
- CCS Vision
- CCS Mission
- CCS Values
- CCS Objectives
- True Sport Principles of Sport

Respect in Sport **4**

CCS Code of Conduct **4**

The Saskatchewan Ski Association (SASKI) Umbrella **11**

- Sask Sport Funding via SASKI
- Sask Sport Initiatives
- Sport Profile
- SASKI Funding Formula

Association with Cross Country Canada **12**

- General
- CCC Liability Insurance(summary)
- Key CCC Policies to Comply with
- Key CCC Policies Providing Guidance to Divisions/Clubs

Organization of Cross Country Saskatchewan (CCS) **14**

Membership

- Registration
- Club Registration
- Club Member Registration
- Club Member Information and Privacy

Governance **15**

- Spring, Special and Annual General Meeting
- By-Law Amendment
- Voting at Spring, Special and Annual General Meetings
- Club Proxy Voting
- Board of Directors
- Program/Focus Areas
- Election Sequence
- Nominations
- CCS Standing Committees
 - Coach and Officials Development
 - High Performance
 - Finance

- Youth Development
 - Facilities Grants
 - Northern Development
- Committees and Committee Meetings
- Board of Director Meetings
- Board Meetings
 - Meeting Preparation
 - Agenda Format
 - Conduct of Meetings
 - Quorum
 - Voting
 - Electronic Voting
- Year Plan
- CCS Operations Manual
- CCS Long Range Planning
- Staff and Contract Employees

Director Responsibilities: 21

- President
- Past President
- Finance Director
- Competition – High Performance Director
- Coach & Officials Development Director
- Northern Development
- Youth Development Director
- Facilities Director
- Public Relations Director

Funding 25

- Sask Sport/SASKI Funding
- Self Help = Sponsorship/Fundraising

Cross Country Saskatchewan Benefits for Member Clubs 25

Overview and Summary

- From SASKI
- From CCC
- From CCS

Details of the Benefits for Club Members 26

- Member Assistance Program (MAP)
- Saskatchewan Nordic News
- Youth Program Benefits
- Skill Development Program Supplies
- Club Development, Youth Programs and Field Staff
- Trail Development Courses
- Online Ski Trail Inventory
- Loppet Series
- Professional Development
- Volunteer Recognition
- Facilities Grants
- Jeux Canada Games Equipment

Risk Management and Related Initiatives	29
Vulnerable Sector Checks	30
CCS Discipline and Complaints Policy	30
Harassment Policy	30
Conflict of Interest	31
Update and Maintenance of the Operations Manual	31
Financial Management	31
<ul style="list-style-type: none"> • CCS Budget • Accounting Procedures • Invoicing • Signing Authority • Over and Out of Budget Expenses • Expenses • Special Order Equipment Items • Audit • Investments • Banking 	
Office Operations	33
<ul style="list-style-type: none"> • Office Schedule • Supplies & Inventory • CCS Equipment for use by Clubs or Programs • Insurance 	
Human Resources and Office Operations	34
<ul style="list-style-type: none"> • Job Descriptions and Contracts • Salary Schedules • Employee Hiring • Employee Evaluation • Employee Supervision and Reporting • Employee Sick Leave • Employee Holiday Pay • Employee Leave Without Pay • Employee Compassionate Leave • Employee Overtime • Employee Probationary Period • Employee Benefits • Employee Dismissal 	
APPENDICIES	
Appendix A – CCS By-Laws	1
Appendix B – CCS Privacy Policy	10

Appendix C – Coach and Officials Committee Terms of Reference	11
Appendix D – High Performance Committee Terms of Reference	12
Appendix D (a)– Sask Winter Games Policy	14
Appendix D (b) – Canada Winter Games Policy	15
Appendix E – Finance Committee Terms of Reference	16
Appendix F – Youth Development Committee Terms of Reference	16
Appendix G – Facilities Committee Terms of Reference	17
Appendix H – Northern Development Committee Terms of Reference	17
Appendix I – Respect In Sport Policy	17
Appendix J – Roberts Rules of Order – condensed	18
Appendix K – Facility Grant Guidelines	19
Appendix L – Jeux Canada Games Equipment Policy	20
Appendix M – CCS Risk Management Policy and CCC Risk Management Matrix	21
• Purposes	
• Definitions	
• Scope and Authority	
• Policy	
• The Risk Management Process	
• Insurance	
• Reporting and Communication	
Appendix N – Vulnerable Sector Check	24
Appendix O – CCS Discipline and Complaints Policy	27
Appendix O – A – Case Manager Position Description	31
Appendix P – Alternate Dispute Resolution Policy	33
Appendix Q – Appeal Policy	35
Appendix Q – A – Case Manager Position Description (Different than O)	39
Appendix R – Complaints and Appeals Supplement	41
Appendix R – A – Sample Discipline Hearing Script	52
Appendix R – B – Sample Written Decision	54
Appendix S – Conflict of Interest Policy	55
Appendix T – Expense Form	59
Appendix U – Volunteer Reimbursement Policy	60
Appendix V – Executive Director Job Description	61
Appendix W – Employee Evaluation	64
Appendix X – Provincial Coach Expectations	69
Appendix Y – Risk Management Matrix	72

INTRODUCTION

THE SPORT WORLD WE LIVE IN – Our Partners and Mentors

Governments and the public have a vested interest in an engaged, responsible and active sport community in Saskatchewan. While sport bodies are impacted by a number of external interests, two major ones affecting Cross Country Saskatchewan are:

1. Sport Funding sources:
 - a. Sask Sport Program Funding
 - b. Sask Sport Special Initiatives
 - c. Sponsorships

In Saskatchewan the majority of our sport funding comes from Sask Sport Inc. Sask Sport also sets expectations of sport governing bodies in the province.

2. Our national sport governing body, Cross Country Canada (CCC). CCC sets a number of sport standards under which Cross Country Saskatchewan and our Clubs operate our programs and activities.

Sask Sport Inc. is a Federation of provincial sport governing bodies. Sask Sport supports the sport delivery system to provide opportunities for Saskatchewan residents to participate at introduction, recreational, competitive and high performance levels. Sask Sport is licensed by the province to administer Saskatchewan's participation in the Western Canada Lottery system and lottery revenues are distributed to sport, culture and recreational bodies in the province.

All members of the sport community are mutually accountable to advance the broader interests of the sport system. Sask Sport's 2013-2016 Sport Development Strategic Plan charts a course that Cross Country Saskatchewan participates in that aims to maximize both sport excellence and the contribution sport can make to our society.

The Sport Development Strategic Plan identified five main Goal areas and ten related Outcomes. CCS and our Club activities are what will help achieve these Goals and Outcomes. These Goals and Outcomes are repeated below:

Goal #1: Enhanced Participation

Outcome #1: Guided by the long term athlete development stages of Canadian Sport for Life (CS4L), the number and diversity of Saskatchewan residents actively engaged as participants, athletes, coaches and officials will increase.

Outcome #2: First Nation and Métis populations are actively engaged in all aspects of sport participation, development and leadership.

Goal #2: Enhanced Excellence

Outcome #3: An increased pool of Saskatchewan athletes, coaches, officials and teams who are consistently achieving success at regional, national and international levels through ethical means.

Outcome #4: Key performance indicators are established to measure and evaluate the effectiveness of high performance programs.

Outcome #5: Increasing numbers of high performance athletes, coaches and officials from First Nations and Métis populations are engaged in high performance sport opportunities through the

recognition of their skills and abilities and supported by resources that address barriers to development and advancement.

Goal #3: Enhanced Capacity

Outcome #6: Linkages and partnerships between and among sport organizations, municipalities/local governments and educational institutions align and leverage athlete, coach and officials' development and maximize facility utilization.

Outcome #7: A sustainable and diversified financial resource base is in place for the ongoing development of amateur sport at all levels.

Outcome #8: Capable volunteers and a professional work force are required, trained and retained.

Goal #4: Enhanced Interaction

Outcome #9: Innovative partnerships and linkages align and leverage effectiveness and efficiencies at community, provincial and national levels.

Goal #5: Sport for Development

Outcome #10: Sport is used as a tool for social and economic development and the promotion of positive values.

The full Strategic Plan can be found at: www.sasksport.sk.ca/pdf/StrategicPlan2013-2016.pdf

The following Operations Manual aims to respond to and support the goals and obligations of Sask Sport Inc., Cross Country Canada, our Member Clubs and Club members.

CROSS COUNTRY SASKATCHEWAN – Who we are

Role of the Association

Cross Country Saskatchewan (CCS) is the Provincial Sport Governing Body (PSGB) for cross country skiing in Saskatchewan. Our role is the development of cross country skiing, in all its aspects, in the province of Saskatchewan

Vision, Mission, Values and Objectives as outlined in the CCS Long Range Plan

CCS Vision

To increase participation and promote excellence in recreational and competitive cross country skiing in Saskatchewan.

CCS Mission

To work with member clubs, communities and other partners to promote and coordinate the development of cross country skiing from the introductory experience to recreational and competitive excellence through leadership, education, promotion and training.

CCS Values

- Fun is a natural aspect of the sport
- Listen to the needs of the Clubs and aid in direction
- The sport is all inclusive, inter-generational and fair play based
- Promote a healthy physical & mental lifestyle
- Promote a respect and appreciation for the environment
- Encourage volunteerism as the driving force behind all clubs

CCS Objectives

- To promote the development of clubs and strive towards full service clubs
- To facilitate programs/activities to increase the number of recreational and competitive participants
- To respond to direction and guidance from Cross Country Canada (CCC), Sask Sport, SASKI and from CCS member clubs
- To enhance communication and promotion of programs and initiatives
- To enhance event hosting capacity
- To promote loppets and races as provincial events
- Strive towards competitive excellence
- To represent cross country skiing at the national level with CCC, and at the provincial level with Sask Sport and SASKI

CCS Has Adopted True Sport Principles of Sport

- **Go For It** – Rise to the challenge – always strive for excellence. Discover how good you can be.
- **Play Fair** – Play honestly – obey both the letter and the spirit of the rules. Winning is only meaningful when competition is fair.
- **Respect Others** – Show respect for everyone involved in creating your sporting experience, both on and off the field. Win with dignity and lose with grace.
- **Keep It Fun** – Find the joy of sport. Keep a positive attitude both on and off the field.

- **Stay Healthy** – Place physical and mental health above all other considerations – avoid unsafe activities. Respect your body and keep in shape.
- **Include Everyone** – Share sport with others. Ensure everyone has a place to play.
- **Give Back** – Find ways to show your appreciation for the community that supports your sport and helps make it possible.

The SASKATCHEWAN SKI ASSOCIATION (SASKI) UMBRELLA

SASKI is the only body eligible for funding for all winter skiing from Saskatchewan Lotteries through Sask Sport. SASKI is organized into six disciplines: alpine, biathlon, cross country skiing, skiing for disabled, snowboarding and freestyle skiing. CCS operates under the administrative umbrella of SASKI. CCS was incorporated as a non-profit corporation in 1990 along with alpine and biathlon and each became responsible for its own bookkeeping and accounting to SASKI.

The structure of SASKI is:

- Each discipline president sits on the SASKI Board. The chair of the SASKI Board is filled on a rotational basis from the member disciplines.
- SASKI is the body to liaise with Sask Sport regarding political issues, funding, sport policy and delivery in Saskatchewan.
- SASKI is responsible for applying for Annual Funding including Membership Assistance Program (MAP), applying the SASKI funding formula to distribute funds to the disciplines, and collecting and recording membership registration.
- CCS is responsible for having its elected President sit on the SASKI Board.

Sask Sport Funding via SASKI

SASKI funding comes from three main sources.

- The annual sport funding from Sask Sport;
 - Sask Sport allocations are based on Sask Sport criteria. Sask Sport may also make specific allocations to a SASKI sport. There is an annual follow-up report due September 1 for the past year. CCS receives annual funding from SASKI based upon a SASKI formula;
 - Plus additional funding from the PNPCG (a commission on lottery revenues paid to founding sport bodies of the current lottery system);
 - Additional program/activity grants are available from Sask Sport based on Sask Sport initiatives.
- Member Assistance Program (MAP) from Sask Sport Inc.;
- SASKI Endowment Fund – financial assistance to athletes who have left the province to further their competitive career;

CCS and SASKI follow criteria and funding principles set out by Sask Sport when submitting the annual Sport Profile.

CCS identifies that the organization is funded by Saskatchewan Lotteries on all printed and website materials with the “Saskatchewan Lotteries” logo or the “Sport is more than a game” logo.

Sask Sport Initiatives

- Sask Sport develops a number of project specific program opportunities for sport governing bodies. CCS becomes involved in these projects where it is possible based upon available human resources.

Sport Profile

- CCS submits an annual Sport Profile to SASKI each May. SASKI then combines it with Alpine, Biathlon, Disabled, Freestyle, Snowboarding and SASKI into one large Sport Profile and submits it as required to Sask Sport.
- An annual funding follow-up is due September 1 of each year of the financial year that was most recently audited. This is comprised of an overview of the year's previous programs and events, assessing the amount of money used in each area.
- The Executive Director compiles both documents with input as needed from Board members. Copies are then distributed to the Board when the packages are completed and submitted to SASKI.

SASKI Funding Formula

- SASKI distributes the annual funding allotted from Sask Sport as well as the commission from the PNPCG (Participating Non-Profit Community Groups) and other revenues collected provincially according to a Funding Formula.
- Presently (2015) Snowboard and Freestyle are not part of the funding formula. They receive a set amount as set by Sask Sport.
- The SASKI Funding Formula: is applied to the general funds intended for use by the disciplines. That does not include the costs to operate SASKI. That cost comes off the top and what is left is applied to the Funding Formula:
 - Skiing for Disabled – 6%
 - Base (for each of the three disciplines; X-C, Biathlon, Alpine) – 4%
 - Number of Club Members – 30%
 - Number of Clubs – 30%
 - Number of Competitor Cards – 30%

Respect in Sport

Respect in Sport is a commitment to creating a sport environment in which all individuals are treated with respect and dignity. Coaches have a responsibility to create a sporting environment that is free of harassment, abuse, bullying and neglect.

Cross Country Saskatchewan requires that all coaches participating in cross country skiing have completed the online Respect in Sport certification (or equivalency), as required by Sask Sport Inc. See Appendix I

ASSOCIATION with CROSS COUNTRY CANADA

General

- CCS is a Divisional member of the national sport organization, Cross Country Canada (CCC);
- CCS works with CCC in the general goal of furthering the sport in Saskatchewan and the country;
- CCS aligns our range of activities in the introduction (Skill Development Programs), recreational (Loppets, etc.) and competitive (officials, coaches, event, and athlete development) areas with CCC.
- CCS pays a membership fee to CCC and complies with CCC policies as required;
- CCS membership in CCC provides CCC with the following main benefits:
 - A voting position at the CCC Annual General Meeting (as our Member Clubs have within CCS)

- A voice on the District Chair meetings held during the ski season to discuss CCC and/or Regional/Division issues as they relate to the CCC relationship.
- Access to youth skill development program (SDP) material, i.e. the “Jackrabbit” program.
- Membership allows CCS Clubs that meet event hosting requirements to host CCC sanctioned events and gives our competitive skiers the right to purchase CCC Competitive license and earn “Canada Points” at home and across Canada and a relative ranking within the Canadian cross country racing community. (CPL points/rankings contribute towards our Sport funding).
- Training and certification of coaches and officials.
- Liability Insurance for CCS and all registered CCS Clubs and registered Club members.
- CCS Clubs must complete the CCC registration form annually to be a registrant with Cross Country Canada

CCC Liability Insurance (summary)

CCS pays the liability insurance fee to CCC (included in the membership fee), which provides:

- Third Party bodily injury, property damage and related legal expenses
- Errors and Omissions for CCS and registered CCS Club board members
- Advertising Injury
- Tenants Legal Liability
- Medical Expenses
- Non-Owner Automobile Liability (some restrictions apply)
- Insureds and Additional Insureds include Clubs, Club members, event hosts, volunteers, officials, coaches, sponsors, landowners, representatives from CCS, SASKI acting on behalf of CCS or its Club/Club Members and CCS Directors.
- For more information: www.cccski.com/About/Insurance.aspx
- Event Organizers, Program Directors and Coaches must refer to the CCC Liability limitation with respect to planned activities

Key CCC Policies to Comply with

- CCC By-Laws
- CCC Privacy Policy
- Informed Consent and Assumption of Risk (waiver)
- Coach and Officials Qualification and Certification - <http://www.cccski.com/getmedia/3147dfef-fc9c-40dc-8cc8-8dcc0f6453d0/245MinMandatoryCoachingQualifications.pdf.aspx>

Key CCC Policies Providing Guidance to Divisions/Clubs

- Risk Management – see Appendix M, amended to CCS
- Roller Ski Policy
- Anti Doping Policy - <http://www.cccski.com/getmedia/7cae9edd-08e0-4781-af19-89cae4af494e/110Anti-DopingPolicy-July2013.pdf.aspx>
 - Note; this policy places responsibility on the athlete to be aware of the standards to be met.
- Competition Registration and Sanctioning
- Chain Saw Policy
- Driving Policy - <http://www.cccski.com/getmedia/05deb86e-3a93-4dad-9413-cb6abffaa367/278DrivingPolicy-April-2012.pdf.aspx>

- 12-15 Passenger Van Safety

ORGANIZATION of CROSS COUNTRY SASKATCHEWAN

- As outlined in the CCS By-Laws (Appendix A), CCS is an association of Member Clubs (with voting rights) and Club Members (with no voting rights);
- The CCS By-Laws are the fundamental governing rules of CCS. The By-Laws are part of the registration process under the Non-Profit Corporations Act of Saskatchewan. The By-Laws are filed with the Corporations Branch and can only be changed or amended by agreement of voting Member Clubs as outlined in the By-Laws;
- Each year, after the Spring Meeting and elections, CCS updates our Board and positions with the Corporations Branch.

MEMBERSHIP

Registration

Cross Country Saskatchewan is an association of Member Clubs and Club members.

Club Registration

- In 2015-16 CCC asked that clubs register with their divisions and with CCC by establishing a club profile in the online (Zone4) national registration system. There was only partial uptake by CCS clubs and a two year transition period is likely. The old registration procedure (still current for some clubs) is described in the bullet points that follow.
- Each Fall CCS with SASKI mails out a registration package to all clubs registered the previous season. The package includes all materials necessary for registering the club for the ski season:
 - CCS Club Membership Form,
 - CCC Club Registration Form,
 - CCC Insurance Certificate,
 - CCC "Insurance Manual",
 - CCC Informed Consent and Assumption of Risk (Waiver Form);
- New Clubs are required to have a minimum of 10 members. The new Club is eligible for MAP funding in the CCS fiscal year following club formation;
- Member Clubs must register annually with SASKI, CCS and CCC by sending the required documents to CCS;
- Clubs are sent an invoice for the first half of their fees based on last year's membership. Club fees are set by SASKI and are presently (2015-16) \$15.00 per Club member; \$75.00 for the first year for a new Club;
- Clubs may offer their members family, and other group, memberships but each individual member must be registered and pay the combined CCC/CCS/SASKI fee (\$15 in 2015)
- Clubs are to register for the year by December 31;
- Clubs with athletes registered with CCC should be registered by November 1 to permit athlete registration for CCC sanctioned races;
- Reporting to CCC is to be done by December 31 each year;
- Membership fees are to be paid by December 31 (first ½) and April 1 for the final portion based on final registration numbers.

Club Member Registration

Beginning with the 2015-16 ski season CCC has created an on-line registration system which all Clubs and Club members in Canada can utilize to register for the 2015-16 season. This is optional. Registration can continue as in the past (manual paper based or prior Zone 4 on-line) if Clubs are not moving to the “new” CCC on-line system.

- CCS recommends Clubs utilize on-line registration either for full registration or compiling membership lists;
- All Club members are members of SASKI, CCS and CCC;
- Clubs are responsible for ensuring Club member registration is fully completed;
- CCS is responsible for maintaining Club member lists and information as submitted by the Clubs for CCC registration.
- Club membership is an important component in CCS annual funding. Member Clubs are requested (by Sask Sport) to include a voluntary declaration of aboriginal decent, another component in Sport funding;

Club Member Information and Privacy

- The Club member information gathered includes: name, address, email address, year of birth, gender and voluntary aboriginal self declaration;
- This information is maintained by CCS as submitted by the Clubs. Club member information is provided to Cross Country Canada for membership purposes.
- Email addresses are utilized by CCS for distribution of information related to its programs and events and are not provided to other organizations for commercial purposes.
- An email distribution list is maintained for Club coaches, licensed racers and Club contacts.
- Appendix B - CCS Privacy Policy

GOVERNANCE

Spring, Special and Annual General Meetings

- Cross Country Saskatchewan shall hold a Spring General Meeting in April/May and the Annual General Meeting which must be held within four months of the fiscal year end (as per Non-Profit Corporation requirements). The AGM is typically held in late September.
- The Spring and AGM are open to all Member Clubs and Club members but only Clubs are eligible to vote.
- CCS informs Club members of the dates of the meetings throughout the year through the event calendar, on the CCS website.
- A “Notice of Meeting” is sent to each registered cross country ski Club a minimum of one month prior to the date of the meeting.
- Motions that are to be presented from a Club at the Spring General Meeting or AGM should be sent to the CCS office in writing a minimum of two weeks prior to the meeting for distribution. This is not meant to limit or eliminate motions from the floor, however any motion from the floor must be presented by a Club through a Board member.
- The Spring General Meeting also serves as a planning meeting for various committees for the following ski year.
 - The draft events schedule is set based on recommendations from the HP committee from bids submitted for the Sask Cup Race Series and Loppets.

- All Board members with program or committee accountability are required to submit a written report that is included in the package that is distributed for the Spring meeting and AGM.
- If a Special Meeting is called, only the business in the Meeting Notification can be discussed and acted upon.

By-law Amendment

The CCS By-laws may be amended at any Annual, Spring or Special General Meeting provided that a copy of the proposed amendment has been mailed to each Member Club at least two (2) weeks prior to the meeting and provided that the amendment is approved by at least two-thirds of the votes of Member Clubs represented at the meeting.

Voting at Spring, Special and Annual General Meetings

Only Member Clubs are entitled to vote on questions put to any meeting. Voting shall be in accordance with the following formula:

Number of Members in Club/ Number of Votes

Less than 10 = 0

10-20 = 1

21-100 = 2

101-200 = 3

201-300 = 4

301-400 = 5

401-500 = 6

501-600 = 7

601-700 = 8

701-800 = 9

801-900 = 10

901-1000 = 11

Greater than 1001 = 12

Club Proxy Voting

One Club may carry the written proxy for one other Club.

Board of Directors

CCS shall be governed by a Board of Directors as detailed in the Cross Country Saskatchewan Bylaws. The Board of CCS is active in many of the operational aspects of CCS as well as setting policy. All of the affairs of the Association are managed by the Board made up of elected members of the Association as follows:

- (a) President
- (b) Director – Youth Programs Director
- (c) Director – High Performance Director
- (d) Director – Officials and Coaching Development Director
- (e) Director – Finance
- (f) Director
- (g) Director
- (h) Director
- (i) Director

(j) Past President

All positions are 2 year terms.

Program/Focus Areas

The Board will allocate responsibilities to individual Directors in the following areas:

- Northern Development
- Facilities
- Sport Promotion and Club Development
- Members at Large

Election Sequence

The following positions are elected on odd years (5 positions)

- A) President
- B) High Performance Director
- C) Youth Program Director
- D) Director
- E) Director

The following positions are elected on even years (4 positions)

- A) Finance Director
- B) Officials & Coaching Development Director
- C) Director
- D) Director

Should vacancies occur, the Board may appoint a replacement to be ratified at the next AGM or Spring/Special Meeting.

Nominations

There shall be a Nominating Committee comprised of at least three Members of the Association responsible for presenting nominations to the annual general meeting of the Association. The committee shall meet prior to each annual general meeting to consider all nominations to the Board and if possible, to present a slate of candidates for election to the Board at the annual meeting.

The chairman and other members of the Nominating Committee shall be appointed by the Board of the Association. The chairman of the Nominating Committee shall take the chair at the annual meeting during the election of the Board and relinquish the chair only when a President has been elected.

In nominating a Member to the position of Director, the Nominating Committee shall consider the objective to nominate a director from each of the three geographic zones.

A nomination from the floor of the Spring General Meeting will be accepted but only if it is in writing, signed by two Member Clubs and has the written acceptance of the Member nominated.

CCS Standing Committees

The following committees are ongoing committees of CCS:

- Coach and Officials Development – assist Clubs in developing coaches and officials (facilitating courses), managing the coach and officials data base to ensure individuals complete their program requirements. Terms of Reference are in Appendix C.
- High Performance Committee – deals with all aspects of the CCS competitive ski program - the Terms of Reference are in Appendix D
- Finance– deals with CCS Budget, Association assets and external revenue sources - the Terms of Reference are in Appendix E
- Youth Development Committee – deals with issues relating to the Skills Development Program (Bunny-rabbit, Jackrabbit and Track Attack)– the Terms of Reference are in Appendix F
- Facilities Grants – manage the Club requests for facilities funding and recommend distribution of funds. Terms of Reference in Appendix G
- Northern Development – to be a contact to promote and assist in the development of Cross Country ski programs in the north. Terms of Reference in Appendix H

Committees and Committee Meetings

Where desirable and possible, committees including non-Board members may be formed to assist in programs and other initiatives. Committees are generally established to deal with issues requiring more input than the Board as a collective can do.

- Committees may be assigned throughout the year by the CCS Board.
 - Terms of Reference need to be set out for the committees,
 - Committee chairs are appointed by the CCS Board,
 - At least one Board member shall be a member of the committee as chair or co-chair,
 - Committee members are appointed based on recommendations from the committee chair.
- Committees are responsible for making plans for direct programming – chairs of committees report to the CCS Board. Budget proposals are presented to the Board for approval;
- Committees meet as specified in their Terms of Reference or as needed.

Board of Director Meetings

The Board of Directors will have regular Board Meetings throughout the year as set by the present Board members. Board meetings may be face to face or conference calls. Board members unable to attend may attend by phone (teleconference). Directors attending by teleconference are deemed to be in attendance at the meeting.

Board Meetings

Meeting Preparation:

- A draft agenda is to be emailed to all Board Members prior to the meeting;
- The Executive Director will include a current updated budget as well as a listing of revenue items received and disbursements made since the last report;
- Additional agenda items, added by Board members, need to be emailed to the Executive Director within a reasonable time for addition. Amendments to the agenda will be accepted at the beginning of each meeting;
- Program Directors should include written reports;
- Any new items may go through the appropriate Director, President or staff and then to the Board.

Agenda Format: (may not apply to all meetings)

- Approval of Agenda;

- Declaration of Conflicts
- Approval of Minutes from prior meeting;
- Business Arising from the Minutes;
- Director (Committee) Reports;
 - President
 - Executive Director
 - Finance
 - High Performance Director
 - Officials and Coaching Development Director
 - Youth Program Director (as bylaws and above)
 - Northern Development Director
 - Recreational and Facilities Director
 - Members at Large
- New Business
- Adjourn

Conduct of Meetings:

Unless otherwise specified in the Non-Profit Corporations Act or the CCS By-Laws the meetings of Members and of the Board will be conducted according to *Robert's Rules of Order* (current edition). See Appendix J for summary.

Quorum:

At any meeting of the Board, quorum will consist of one half or more of the Board Members presently holding office, excluding ex-officio members.

Voting:

Each elected Director including the President, in attendance or participating, is entitled to one vote. Voting will be by show of hands, orally or by electronic ballot, unless a majority of Directors present request a secret ballot. Questions (Resolutions) arising at any meeting of the Board shall be decided by majority of votes.

Past President does not have a vote.

In the event of a tie in voting, the motion will not pass.

Electronic Voting:

This policy documents the process that will be followed when an electronic vote is necessary for the Cross Country Saskatchewan Board and any Committees of Cross Country Saskatchewan.

Policies Governing Electronic Voting

1. E-mail votes are appropriate when the items in question are not controversial and do not require extensive background and explanation. If the President or Committee Chair believes that the item might require extensive discussion, she/he will defer voting until the next meeting. If any Board or Committee Member wishes to request that voting on a particular issue be at a regular meeting and not via e-mail, they should inform the President or Chair.

2. An electronic vote will only be conducted when time constraints arise due to the schedule of the Board or Committee that would result in a delay of necessary work or if a quorum is not reached at a Board or Committee meeting.
3. A quorum is automatically met with an electronic vote because the Board or Committee Members receive the voting notification.
4. Electronic votes must be marked as approved, not approved or with an abstention. Voting based on suggested changes cannot be counted (conditional voting).
5. Once an electronic vote has been initiated, the voting process must proceed to the voting deadline as established by the Board or Committee at the previous meeting or by the President or Committee Chair. The electronic vote cannot be stopped once it has been initiated.
6. All discussions held as part of an electronic voting process are confidential. Board and Committee members will not communicate with those outside the Board or committee pertaining to the motion during the discussion and voting period.
7. All votes completed by e-mail will be reconfirmed at the next meeting of the Board or Committee and recorded in the minutes of that meeting.

Procedures Governing Electronic Voting

- Preliminary discussion of the issue can precede a formal motion and discussion.
- Once the motion has been made and seconded, the formal discussion period will follow. Any background documents related to the motion should be distributed with the motion.
- The wording for motions must begin with the words “I move that”.
- The motion must be seconded prior to any votes being cast or discussion occurring. When the motion is seconded, the wording must begin with “I second that . . .” followed by the original wording of the motion.
- Once the motion has been seconded, the President or Committee Chair will determine when the discussion will conclude, and will set the period during which votes must be cast. It is preferable to give not less than two working days for the discussion to remain open and if at all possible, to include weekend days.
- Major amendments to the original motion will be handled by the President or Committee Chair during the discussion and the same protocol used in item 5 will be followed to allow a discussion period of the amended motion.
- The President or Committee Chair will (on the start date specified) restate the motion, including any friendly amendments, and send a message to the Board or Committee asking that votes now be cast. The time for allowing voting will also be re-stated. Each person will “Reply to All” as follows (example format):
 - Motion to _____” I (approve/don’t approve/abstain)
- The Secretary of the Board or Committee will make and keep a record of the discussion and will count the ballots. The Secretary will follow up with those not recording a vote for the record and report the outcome to the full Board or Committee.

Year Plan (“F” designates desired face-to-face meetings)

The Board will endeavor to follow this schedule. Additional meetings may be called to address timely issues. Below is a sample Year Plan.

1. Board meetings will be scheduled as needed (possibly monthly) with a season focus;
2. Evening prior to the Spring General Meeting - **F**
3. April – Spring General Meeting with clubs, election of Board members - **F**

4. May/June/ – Review the Long Range Plan (based on the year's experiences and forward direction). Orienteering for new Board members/ pressing summer business - **F**
5. August/early September – Budget meeting – **F**
6. Evening prior to the AGM - **F**
7. Late September – AGM - **F**
8. October – pre-season maintenance of programs
9. November – Maintenance
10. January/February – nominating committee/season issues
11. March/April – plan for the Spring meeting, nominations

CCS Operations Manual

Under the direction of the Executive Director this will be reviewed each year and updated where necessary.

CCS Long Range Planning

- Cross Country Saskatchewan is committed to the importance of long range planning for programming and Management of the Association.
- When identified by the Board, long range planning sessions are set up for program committees involving a variety of volunteers.
- The update to the CCS Long Range Plan is a continuous project that is the responsibility of the entire CCS Board and requires attention each year. Planning sessions and updating the Long Range Plan is scheduled for the first Board Meeting of the new Board (May/June).

Staff and Contract Employees

- The Board may approve the hiring of an Executive Director, High Performance Coach, Field Workers, or other position(s) deemed necessary by the Board. The Board will designate the reporting structure.

FUNDING

Sask Sport/SASKI Funding

- As noted above, the bulk of our funding comes from Sask Sport via SASKI

Self Help – Sponsorship/Fundraising

- CCS may sell materials in order to create revenues and/or to increase the exposure of the sport;
- CCS will work with businesses and corporations in order to partner creating revenue and/or event/program exposure for the association and the sport of cross country skiing;
- All Program areas should review their spending and work on “revenue generating” ideas to support their programs;

CROSS COUNTRY SASKATCHEWAN BENEFITS for MEMBER CLUBS

Overview and Summary

CCS has a clear responsibility to serve our Member Clubs and their members:

From SASKI:

- Annual Sport funding to CCS;
- **MAP** - Membership Assistance Program allows clubs to access funding for their club and membership development;
- **SASKI Development Foundation** – funding for high level athletes who have had to leave the province to advance their development.

From CCC:

- **Liability Insurance**- clubs are covered by a comprehensive liability insurance package through their membership with Cross Country Saskatchewan (CCS) and Cross Country Canada (CCC).
- **Coach and Officials** development courses and opportunities;
- **Skill Development Programs** (Bunnyrabbit, Jackrabbit and Track Attack)
- **LTAD Athlete Development** – skier development aligned to age and athlete specific capabilities
- **Cross Country sport promotion**
- **Elite athlete development opportunities**

From CCS:

- **Voting Rights** - member clubs have the power to determine the future of skiing in Saskatchewan.
- **Club Program Event/Athlete Funding**
 - **Facility Grants** – equipment, trail and facility upgrades
 - **Sask Cup, Provincial's and Loppet Grants**
 - **Professional Services Grant**
 - **Athlete Assistance**
 - **Event Grant**
 - **Access to advanced coaching services**
- **Coach and Officials Programs**- club members can register for any coach or officials clinic for which they are qualified that CCS offers. Certification would occur upon successful completion of the program requirements.
- **Youth Programs Benefits** -leader and coach development, event hosting grants, “Skill Development Program (SDP)” registrants receive a gift (e.g. toque or buff) and poster/booklet.
- **Development** - CCS members can participate in programs for racing, coaching, club development, track setting and grooming, leadership, instructing, and technical advances.
- **Field worker services** for club and/or program development.
- **Jeux Canada Games skis, boots, poles** – loaner equipment for event or club promotion.
- **Facilities Grants** – to assist Clubs in building and maintaining their infrastructure.
- **Sask Cup Race Series and Provincial Championships** - CCS sanctions a provincial race series with host clubs.
- **Eligibility for Sask Winter Games and Canada Winter Games** – as per technical package.
- **Loppet Series** - CCS sanctions the provincial loppet series hosted by CCS clubs.
- **Saskatchewan Nordic News** - each registered cross country member household will receive all issues of the association newsletter per season.
- **Publications** - every cross country member can receive: Multifaceted information available and posted online through the CCS website.
- **Education** - workshops are held for clubs and members only.
- **Publicity** - CCS can arrange website info or media releases about provincial and club events during the season.

- **Sport Promotion** – CCS banner for promotional events, CCS merchandise for purchase.
- **Sponsorship benefits**- CCS continually solicits individuals and the business community for sponsor benefits.
- **Volunteer Recognition** – CCS will give volunteer recognition award(s) as they become established.

DETAILS OF THE BENEFITS FOR MEMBER CLUBS

Member Assistance Program (MAP)

- As a benefit for registration with SASKI/CCS - clubs are eligible for financial assistance in the following CCS fiscal year of membership with the association. MAP is a grant program from Sask Sport that SASKI applies for on behalf of its member clubs each year in the Sport Profile.
- MAP money comes to SASKI as one component of the annual funding from Sask Sport.
- SASKI is eligible for a certain amount of MAP funding according to a formula set by Sask Sport.
- SASKI has detailed criteria for clubs to follow when applying for MAP funding from SASKI. Applications and information are mailed to every registered club in good standing (no outstanding fees) each June. Applications for funding are due to SASKI by Aug 15 of each year. Applications include detailed spending plans of the projects for which MAP funding will be used.
- All clubs are eligible and the amount of funding provided to clubs is based on the amount of applications received by Aug 15 each year.
- SASKI reviews all applications, ensuring that they comply with the detailed project criteria and then inform clubs of the amount of funding they will receive.
- Clubs are sent one half of their approved funding in September, and the other half after the project has been completed and a MAP funding follow-up has been filed by the club (with receipts for expenses). Clubs are required to financially support the project a minimum of 25% of the total project cost.
- SASKI MAP Criteria is available from the CCS website – Clubs and Benefits/Funding and Grants

Saskatchewan Nordic News

- To provide the membership with an effective communication tool - The Saskatchewan Nordic News
- Two issues are published and distributed both electronically and as paper copies per season.
- Articles are collected from various sources by the newsletter editor. Coaches, Board members, club members, volunteers, etc., are invited to submit articles, highlights, pictures for all issues.
- Distribution is to all member households.
- The newsletter is also posted to the website.

Youth Program Benefits

- As the main initiative to promote cross country skiing to youth in Saskatchewan, CCS will promote the formation and implementation of the Skill Development (Bunny Rabbit, Jackrabbit and Track Attack) Program in ski clubs.
- The Skill Development Program is a CCC national program delivered in Saskatchewan by CCS clubs.
- CCS will offer and promote coach development courses within the province
- CCS will support higher level coaches to travel to out of province courses as required and approved.

Skill Development Program Supplies

- Cross Country Saskatchewan will supply all clubs and youth groups with the necessary Skill Development program materials. Clubs pay the costs as detailed below.
- CCS will send out an order form to all clubs. When orders are returned to CCS, orders are sent to clubs as requested.
- Shipping costs are added to the cost to club. Invoices are sent out after the materials are sent to the club (to accurately know the shipping costs).

Club Development, Youth Programs and Field Staff

- Cross Country Saskatchewan may hire casual staff to work on snow with existing clubs and youth/adult groups throughout the ski season, and with potential new ski clubs to promote the sport of cross country skiing.
- Field staff are paid an hourly rate on snow, a driving rate per hour, and expenses as detailed under "expenses". Field Staff are hired from an application process in the Fall.

Trail Development Courses

- Trail development courses may be offered each year and run based upon club interest
- The Facilities Director will identify which type of course to run:
 - a) Trail and Facility Development
 - b) Track Setting and Trail Grooming
- The courses will be organized in cooperation with a facility, the volunteer responsible and staff. All course participants are charged a fee on a cost recovery basis.

On Line Ski Trail Inventory

- Cross Country Saskatchewan will endeavor to gather and maintain a list of cross country ski trails and facilities in the province and make the information available to the membership and the public via their website.
- Information will be gathered from a variety of sources including: SPRA, clubs who maintain their own trails, provincial parks, National parks, groups and communities who maintain trails, City offices, municipal governments.
- The responsibilities are that of The Recreational Skiing and Facilities Director with staff will undertake these responsibilities.

Loppet Series

- The High Performance Committee will maintain and update the Loppet event criteria.
- Loppet bids will be reviewed by Facilities and Recreational Skiing Director.
- The present criteria are distributed each spring with event bid information. The Criteria are described in the Loppet Bid form.

Professional Development

- Cross Country Saskatchewan may from time to time provide professional development for volunteers and/or staff in order to do the work assigned by the Board.
- As identified - the volunteer or staff member involved will participate in a workshop/course/session to upgrade skills required to do a specific task as set out in planning or the Annual Sport Profile.
- CCS will endeavour to communicate to our clubs professional development opportunities offered via CCC and Sask Sport Inc.

- CCS encourages clubs to familiarize themselves with information on the Club Excellence website.

Volunteer Recognition

- Cross Country Saskatchewan is a volunteer driven organization and volunteers play an important role.
- CCS has awards that identify and recognize people for their efforts in cross country skiing in Saskatchewan.
- Each spring there are retiring Board Members. The Executive Director is responsible for ensuring a thank-you gift is presented at the Annual Awards Celebration to those volunteers.
- More "awards" to recognize individuals, groups, or clubs may be developed in the future.

Facilities Grants

Basic Grants

- Facility Grant applications are provided to Clubs, to be submitted by May 31.
- Grant requests are reviewed under the Guidelines in Appendix K
- Grant payments will be made with 1st ½ mid July and 2nd ½ April 30, based on a follow-up report and receipts.

Exceptional Circumstances

The Exceptional Circumstance Grant is a grant administered by the Facility Director to a club or clubs that have experienced some form of unforeseen and unusual circumstance during the year such as fire or theft that is not covered by the clubs insurance. An application is submitted to CCS and forwarded to the Director of the Facility Grant who will review it and ask the Board to vote on the recommendation. Funds would then be dispersed or not, depending on the result of the vote.

Retro-Active Option

Circumstances may occur, within a Club, during the ski season that were not anticipated at the time of submitting a grant application. In these circumstances if the Club is eligible for a grant (did not apply or the application was below the maximum) the Club may apply for coverage of these retro-active expenses in the next round of grant applications. All other guidelines apply – limits, frequency, etc.

Jeux Canada Games Equipment

- CCS has an inventory of a limited supply of skis, boots and poles, across age groups for Clubs to use in development events;
- Clubs can book the equipment (1-2 week periods, subject to demand);
- Equipment is shipped to the Club via Sask Transportation and returned the same way, or forwarded to the next Club;
- Transportation costs are covered by CCS;
- The equipment may be used by CCS fieldworkers to promote cross country skiing in schools and communities in the Province.
- See Appendix L

DIRECTOR RESPONSIBILITIES

PRESIDENT

- Responsibilities**
- Call and chair Board and General Meetings
 - Act as ex-officio member of all CCS committees
 - Represent CCS at SASKI and CCC Level
 - Prepare a final report at year end with recommendations for the following season
 - Act as signing officer of CCS
- Duties**
- Provide guidance to the Board and staff in day to day administration of CCS
 - Coordinate implementation of CCS Long Range Plan
 - Coordinate budget preparation amongst Directors and staff
 - Speak on behalf of CCS
 - Work with Directors and staff on actions in the Long Range Plan under Operational Management/Organizational Development
- Term**
- Two-year term
 - Upon completion, the President passes on notes and info to the replacement
 - President follows this term as Past President for one full term.

PAST PRESIDENT

- Responsibilities**
- Attend all Board and annual meetings
- Duties**
- Coordinate provincial volunteer recognition
- Term**
- Two-year term
 - Upon completion, the Past President passes on notes and info to the replacement

FINANCE DIRECTOR

- Responsibilities**
- Attend Board and annual meetings as called
 - Prepare financial reports to present at Board and annual meetings
 - Prepare a final report at year end with recommendations for the following season
 - Act as a signing officer
 - Manage the CCS Risk Management Policy
- Duties**
- Keep full and accurate books of accounts
 - Provide to the Board an account of all transactions and the financial position of the Association
 - Assist in the preparation of the annual budget
 - Provide analysis of financial information as required
 - Follow the long range plan with actions included and initiated under the Finance section of the Long Range Plan
 - Report Risk Management issues to the Board

- Term**
- Two-year term
 - Upon completion of term, the Finance Director pass on notes and info to replacement

COMPETITION – HIGH PERFORMANCE DIRECTOR

- Responsibilities**
- Attend Board and annual meetings as called
 - Ensure the Terms of Reference in Appendix D are carried out
 - Prepare reports for Board and annual meetings
 - Assist in the preparation of CCS annual budget with respect to Competition Programs
 - Prepare agenda for and chair program group meetings at the Spring and/or AGM
 - Present an events schedule including the Loppet schedule for approval at the Fall AGM
 - Prepare a final year end report with recommendations for the following season
 - Chair High Performance Committee meetings

- Duties**
- Call all competition meetings as required
 - Formulate CCS positions on CCC competition issues
 - Update the Sask Cup Rules annually, as needed
 - Solicit bids for the Loppet Series and recommend acceptance as per criteria
 - Maintain provincial awards system for race series
 - Update the Competition section of the Long Range Plan annually
 - Follow the Long Range plan with actions included and initiated under the competition section
 - Assist and encourage the development of certified club coaches
 - Work with and support the Technical Coordinator

- Term**
- Two-year term
 - Upon completion of term, the Competition Director passes notes and info on to replacement

OFFICIALS & COACHING DEVELOPMENT DIRECTOR

- Responsibilities**
- Attend Board and annual meetings as called
 - Maintain a list of current and active coaches and officials
 - Prepare reports for Board and annual meetings
 - Assist in the preparation of CCS annual budget with respect to Coaching and Officials programs
 - Prepare agenda and chair program group meetings at AGM
 - Prepare final report at year end with recommendations for the following season
 - Sit on the High Performance Committee and attend HPC committee meetings

- Duties**
- Assist in the coordination of officials and coaching courses
 - Notify current active coaches and officials of “update requirements” to maintain status
 - Help facilitate “update and progression” opportunities for current or prospective coaches and officials
 - Act as the CCS rep to the CCC Technical contact
 - Publicize rules and technical changes with the competition committee
 - Coordinate acquisition and allocation of CCS timing and official related equipment for events
 - Update the Coaching and Officials Development section of the Long Range plan annually
 - Follow the Long Range plan with actions included and initiated under Officials and Coaching development
- Term**
- Two-year term
 - Upon completion of term, Officials and Coaching Development Director passes on notes and info to replacement

NORTHERN DEVELOPMENT

- Responsibilities**
- Attend Board and annual meetings as called
 - Prepare reports for Board and annual meetings
 - Prepare a final year end report
- Duties**
- Report to CCS the programs and initiatives in the north and with the Ski Fit North Program
 - Maintain involvement with the Northern Sport, Recreation and Culture District and their recreation coordinator programs
- Term**
- Two-year term

YOUTH DIRECTOR

- Responsibilities**
- Attend Board and annual meetings as called
 - Prepare reports for Board and annual meetings
 - Assist in the preparation of CCS annual budget with respect to Youth Development Programs
 - Prepare agenda for and chair program group meeting at AGM
 - Prepare a final written report at year end with recommendations for the following season
 - Maintain regular contact with Board and staff
- Duties**
- Coordination of CCS and CCC Youth Programs
 - Promote the formation of Jackrabbit clubs
 - Maintain regular contact with Jackrabbit clubs to encourage development of programs and ordering supplies
 - Update section of Long Range Plan annually

- Follow the Long Range Plan with actions included and initiated under the Youth Programs section

Term

- Two-year term
- Upon completion of term, Youth Programs Director passes on notes and info to replacement

FACILITIES DIRECTOR

Responsibilities

- Attend Board and annual meetings as called
- Prepare reports for Board and annual meetings
- Assist in the preparation of the CCS budget with respect to Facilities
- Prepare agenda for and chair program group meeting at AGM
- Prepare a final report at year end regarding duties assigned
- Maintain regular contact with the Board and Staff

Duties

- Assist and encourage CCS club development programs (non-competitive skiing, new club, lessons, waxing & learn to clinics, how to buy skis, boots, etc)
- Update the Facilities section of the Long Range Plan annually
- Update the Facilities section of the CCS website at least annually
- Follow the Long Range Plan with actions included and initiated under Facilities

Term

- Two-year term
- Upon completion of term, Facilities Director passes on notes and info to replacement

PUBLIC RELATIONS DIRECTOR (currently [2016] not active)

Responsibilities

- Attend Board and annual meetings as called
- Prepare reports for Board and Annual Meetings
- Assist in the preparation of the CCS annual budget with respect to Newsletters
- Maintain CCS sport promotion initiatives
- Prepare a year end report with recommendations for the following season

Duties

- Coordinate the development of the CCS newsletter
- Maintain media contacts for Clubs to report race and events
- Any other PR duties as assigned or as per the Long Range Plan

Term

- Two-year term
- Upon completion of term the PR director will pass on note and info to replacement

RISK MANAGEMENT and RELATED INITIATIVES

Introduction

As the provincial sport organization that governs cross-country skiing in Saskatchewan, CCS recognizes that there are risks inherent in all facets of our governance, program delivery and business operations.

CCS is committed to managing risks to the organization and to its clubs and individual members. We take the safety, well-being and satisfaction of our members and participants seriously. While we are not averse to taking organizational risks and pursuing beneficial opportunities, we will do so thoughtfully and in an informed manner.

Our Risk Management Policy is Appendix M. The Risk Management Matrix is Appendix V

Vulnerable Sector Checks

CCS has a policy that all Club coaches and officials working with youth need a Vulnerable Sector check. These should be updated on a 2 year basis. There should be no cost to the volunteer or the Club. Appendix N gives samples of the information volunteers should take for the check. The information below outlines the process.

Volunteers and coaches working with vulnerable members of society such as children, the elderly or persons with disabilities may need to complete a vulnerable sector (VS) check. A VS check is designed to protect vulnerable Canadians from dangerous offenders by uncovering the existence of a criminal record and/or a pardoned sexual offence conviction and is recommended as part of an overall employment or volunteer screening process. The results of the check can help to determine whether an individual is suitable to work in positions where they will be in close contact with vulnerable people.

A VS check is initiated by the local police in the jurisdiction where you live. Not all paid or volunteer positions require this type of check, so your prospective employer or organization should tell you what information you need to bring with you for police to start the check.

The police will use the Canadian Police Information Centre (CPIC) system as well as their own database to conduct a background search based on your name, gender and date of birth. If your gender and date of birth match to a pardoned sex offender record, you will be asked to provide fingerprints to confirm your identity. Be assured that:

- This is not an accusation of criminality: Prints are used to confirm your identity only
- Your fingerprints will be destroyed after 90 days - when the check is complete. As with all civil checks, the RCMP does not keep your prints on file and they will not be searched for future purposes

Further information is available at: <http://www.rcmp-grc.gc.ca/cr-cj/vulner/index-eng.htm>

Sask Sport Dispute Resolution Policies and Procedures Program

CCS has adopted the Sask Sport Dispute Resolution Policies and Procedures Program. It is intended to provide a fair hearing of disputes, whether arising from allegations of harassment or other misconduct, team selection, employment or other issues. Components of this program are the Code of Conduct, Conflict of Interest Policy, Alternate Dispute Resolution Policy, Appeal Policy, Discipline and Complaints Policy and the Complaints and Appeals Supplement. These documents can be found in Appendices O through T.

UPDATE AND MAINTENANCE OF THE OPERATIONS MANUAL

Cross Country Saskatchewan will maintain the Operations Manual regularly as changes are implemented. All Board Members are required to maintain policies that have an impact on the programs they are responsible for. Updates to the Operations Manual must be approved by the CCS Board and will be posted on the CCS website. Policies and procedures that are governed by SASKI or Sask Sport policies and procedures are not to be revised without the approval of the governing organization.

Every effort will be made to communicate changes to the Operations Manual that impact clubs, club members, athletes, coaches, officials and/or volunteers within a reasonable time. As a minimum, updates will be outlined at the Spring Meeting and the Fall AGM.

FINANCIAL MANAGEMENT

Budget

Cross Country Saskatchewan's annual budget is developed in August/September with Board input and presented at the fall AGM for approval by the membership.

Accounting Procedures

- The CCS fiscal year is June 1 - May 31.
- Payments:
 - All payments require an invoice or bill attached to a cheque request.
 - The cheque request is reviewed by the Executive Director to ensure it conforms to CCS policy. If all is in order the Executor Director initials the form and prepares payment. See Expense Form **Appendix R**
 - All expenses are dealt with as they are submitted and co-signer availability.
 - At year end, when a current year expense will be paid in the following fiscal year, an Accounts Payable item is set up in book-keeping.
- Revenues:
 - All revenues are recorded and deposited on a regular basis.
 - At year end, when a current year receivable will be received in the following fiscal year, an Accounts Receivable item is set up in book-keeping.
- Book-keeping is done on an on-going basis using Quick Books.
- The Bank account is reconciled monthly.

- Updates of the Budget along with payments and receipts over the past month are forwarded to Board members on a monthly basis and reviewed at the next meeting.

Invoicing

- Cross Country Saskatchewan will invoice for services and materials when required.
- Normal invoicing is to Clubs for Jackrabbit supplies, coach/officials clinics, training camps and competitions (Nationals, Westerns, other out of province)
- All invoices will be issued out of the CCS office.
- All invoices are maintained manually by the Executive Director and when outstanding for over two months, a second notice is sent.
- Accounts Receivables are set up as the invoice is prepared.
- Invoices outstanding for more than 2 months at the end of our fiscal year will be brought to the Board to determine recovery action to be taken.

Signing Authority

- As required for Non-Profit organizations, CCS requires that two signatures are on every cheque payable from CCS.
- The Executive Director arranges for any changes of signers at the Bank. Cheques are written by the Executive Director and signed by one other Board member with signing authority, preferably the Finance Director.
- All signers are bonded by SASKI with other signers for all other disciplines.

Over and Out of Budget Expenses

- Any expenses over or outside of the budget are to be cleared prior to expenditure by the Chairperson through the Executive Director;
- Should expenditures arise that are not identified in the approved budget or that exceed the approved expenses for a program or project by more than \$1,000 they must be pre-approved by the CCS Board to ensure that CCS does not go off track with spending;
- Should situations come up where CCS is in a difficult financial situation of under-funding (revenue forecasts or over budget in a number of areas), all expenses over \$500.00 need to be pre-approved. The existing Board will implement this policy if required.

Expenses

CCS Expenses fall into two main categories:

- Program expenses billed to CCS or charged to the CCS credit card,
- Expenses incurred by volunteers or staff and which are reimbursable.

Program expenses charged directly to CCS are coordinated with the Executive Director prior to incurring the expense. These expenses are monitored by the Executive Director to ensure program allocations are within budget.

Expenses incurred by staff and volunteers are subject to the Volunteer Reimbursement Policy, **Appendix S**.

- Expenses will be reported on correct forms - by trip. See **Appendix R**.
- Original receipts are required and are to be attached to expense forms.

- Invoices are to be dated and clearly state the item required for payment.

Special Order Equipment and Other Items

- CCS requires a 50% non-refundable deposit on any and all special items ordered on behalf of Members through CCS.

Audit

- SASKI is the official body and maintains a financial statement on behalf of all disciplines, there is one audit of SASKI.
- Cross Country Saskatchewan provides all financial records for the year as well as requested information from the auditor and SASKI accountant for the annual audit. The annual audit is done in July of each year, requiring all financial details to be up to date ending May 31.
- SASKI selects the auditor at the SASKI AGM in the Fall of each year.
- The previous audit is received at the Fall AGM.

Investments

- From time to time CCS may invest retained earnings in Term Deposits or Money Market Funds (normally with our Bank provider) when there is a funding surplus as deemed appropriate by the CCS Board.
- When the need arises, a recommendation from the Finance Committee will be made to the CCS Board to invest a surplus of funds.

Banking

- The banking of Cross Country Saskatchewan shall take place at the T.D. Canada Trust main branch in downtown Regina.
- As agreed in 1994, the T.D. Canada Trust bank charges no fees- per cheque or monthly for regular banking for Cross Country Saskatchewan as a non-profit organization.
- The Executive Director will maintain a relationship with the bank.

OFFICE OPERATIONS

Office Operations

- Cross Country Saskatchewan operates an office in space that is contracted by SASKI. It is accessible to all CCS members. CCS pays a portion of the cost of operating this office based on a SASKI cost allocation formula.
- The office is generally open Monday to Friday- 8-30am-4:00pm.
- The office is presently located in the Administration Centre for Sport Culture and Recreation in Regina, 1860 Lorne Street.
- The storage space in the Administration Centre is paid for by SASKI and holds equipment and supplies for all skiing disciplines. CCS pays a portion based on a SASKI formula.
- CCS also has offsite storage for larger items (skis, manuals, etc)
- The office is equipped with a computer, printers, fax modem, filing cabinets, program materials, event equipment, supplies, and promotional items.

- CCS maintains an account with the Administration Centre for Sport Culture and Recreation where all administrative functions are billed directly to CCS: photocopy, printing, mail, fax (for receiving), payroll fees, admin fees, SNN printing and distribution, board room rental, other admin costs as incurred.

Supplies & Inventory

- Cross Country Saskatchewan maintains a stock of program and administrative supplies and inventory.
- A materials inventory (Jackrabbit, Coaches Manuals, and Provincial Medals) list is maintained annually. A stock of required program materials is maintained regularly.
- A stock of required administrative supplies is maintained regularly.
- Postage charges (general) are incurred by CCS.
- Presently, a depreciation account is not being operated to accumulate funds to replace any equipment.

CCS Equipment for Use by Clubs or Programs

CCS maintains the following equipment items that need to be pre-booked through the Executive Director:

- Race Equipment:
 - Electronic timing equipment (normally stored in Saskatoon)
 - Race Bibs, CCS Race Banner (normally stored in Regina but should move from race to race until end of season)
 - A wax box for use at events like WWestern Canadian and National cross country ski championships, Norams and Canada Winter Games
- Jeux Canada Games Equipment (for use by Clubs or ski development projects)
 - 25 pairs of classic skis, poles and multiple boot sizes
 - 21 pair of skate skis and poles and multiple boot sizes
- Cross Country Saskatchewan's event promotion banner.

Terms of Use (Appendix L):

- A fee may be charged based on the equipment required.
- The lending period can be up to two (2) weeks but may be shorter depending upon demand.
- CCS will endeavour to accommodate as many requests from across the province as possible.

Insurance

- SASKI maintains an off-site insurance policy to cover non-office items that are used by volunteers/staff for CCS. This includes the CCS race timing equipment, race banner, Promo Banner, Jeux Canada Games equipment, race bibs.
- Coverage for office contents including computers, manuals, storage equipment, office supplies, files, electronics (office), etc. is provided under the rental agreement with the Administration centre for Sport Culture and Recreation.
- Annually, CCS provides a list of equipment to SASKI to maintain a current list and replacement cost for the insurance company
- A list of office inventory and storage items is reviewed by the Board every 2 years and provided to Sask Sport when requested (every two - three years)

HUMAN RESOURCES AND OFFICE OPERATIONS

The CCS Executive Director is a shared position. The principal employer is SASKI. Other SASKI disciplines use the services of the position. As such, much of what is outlined below is not entirely applicable as SASKI sets most of the conditions of employment and CCS participates in covering our allotted costs. The information below would apply to any sole CCS employee or contractor.

Employees – Job Descriptions and Contracts

- Cross Country Saskatchewan will have complete job descriptions and written contracts for all staff.
- Executive Director: job description and contract is to be reviewed annually with President (with input directed to the President from Board Members). Both are kept on file in the CCS office. Copies are supplied to all Board members - included in Orientation Package. The Executive Director reports to the President
- See **Appendix T** for Executive Director Job Description
- Provincial Coach/Team Coach: job description and contract reviewed for content and details regularly by the High Performance Committee and submitted to the CCS Board for approval. The Coach reports to the High Performance Director with program details who keeps the President updated; and to the President with "work time reports". All reports are kept in the CCS office.

Salary Schedules

Staff of Cross Country Saskatchewan will review their contracts annually with their supervisor at the same time of the annual job evaluation.

Presently - Salary adjustments follow the Sask Sport adjustment policy. CCS shared costs of the SASKI employee are based on a SASKI formula.

Employees - Hiring

- Cross Country Saskatchewan may from time to time hire staff to work for the association.
- Applications are invited to the position with a deadline. Applicants are reviewed by the Committee involved, the President and the Executive Director. Applicants are contacted for interview/discussion.
- The successful applicant(s) is sent the appropriate contract and job description as well as payroll forms, (If applicable);
- Unless on straight contract, employees of Cross Country Saskatchewan are paid through the Administration Centre for Sport Culture and Recreation payroll department. All payroll policies required by law are followed.
- Employees on the payroll - are paid direct through the Administration Centre.
- Contract employees are paid per hour/day/week (according to contract) by CCS.

Employees Evaluation

All staff of CCS will be evaluated during or immediately following their employment with CCS.

Office Staff: All volunteers who work with the staff person are sent an evaluation form to fill out and return to the appropriate supervisor. The supervisor collects the written evaluations, and reviews them and a self evaluation form with the staff person. They discuss accolades and points to improve on and

all evaluations are then filed in the CCS office. All office staff are evaluated annually. See Appendix U for evaluation form.

Provincial Coach/Team Coach- athletes, coaches and, where appropriate, CCS Board members are sent an evaluation form to complete. All evaluations are collected and combined in report form by the High Performance Director. The evaluations and the coach's self evaluation are then reviewed by the High Performance Director and the coach. They discuss accolades and points to improve on and all evaluations are then filed in the CCS office. The coach is evaluated annually. See **Appendix V** for evaluation forms. (Samples)

Employees Supervision and Reporting

All CCS staff are assigned a supervisor to work with during their employment. The staff are responsible for reporting to the volunteer Director as determined in the employment contract and between the staff and the volunteer.

As detailed in the employment contract, the employee is required to report on activities on a regular basis. All employees are required to fill out a work report indicating work time, sick time, holidays, and overtime (if applicable) monthly.

Employees Sick Leave

Cross Country Saskatchewan full time employees earn sick leave at 1 1/4 days per month. Sick days can accumulate to a maximum of 20 days. Sick days are not paid out at the end of a contract or at termination of employment.

An employee with a period of three consecutive sick days may be required to provide a doctors certificate.

Sick days are to be reported in the monthly staff work reports.

Sick Days are to be taken for illness only.

Employees – Holiday Pay

Cross Country Saskatchewan employees (not on contract work) will accumulate holidays at a minimum rate of 1 1/4 days per month as determined in the Contract. Holidays are to be accumulated and reported monthly in the staff work reports.

CCS staff may earn holidays at a different rate - dependent on the contract amount and the details in the contract which require the employee to take the holidays within the contract dates.

Stat. Holidays follow Sask Sport schedule

Employees – Leave Without Pay

CCS may consider a request for leave without pay for a period of up to one month, depending upon the time within the Association's season. If granted, efforts will be taken to secure administrative support from outside sources for the duration of the leave.

Employee – Compassionate Leave

CCS will consider a request for compassionate leave of up to one week **for direct family members (spouse, child, parent, grandparent, sibling, mother/father-in-law)**. The employee will continue to receive benefits of pay and benefits. Compassionate leave will not be deemed to be holiday time.

Employees – Overtime

Details of overtime for staff of CCS varies according to the employment contract.

Office staff are required to work 35 hours/week- work over and above this is time-off to be taken in lieu.

Coach – would be based on the contract.

Employees – Probationary Period

Following the SASKI policy, CCS full time employees are under a probationary period for the first three months of employment during this time, the employee is ineligible for benefits under the Sask Sport Group Benefits Plan.

Following the three month probationary period, the employee will be evaluated by the supervisor with input from other Directors. The evaluation is reviewed with the employee. If there are no problems, the employee is put on the Sask Sport Group Benefit Plan.

Employees – Benefits

Staff of Cross Country Saskatchewan have the option of being involved in the Sask Sport Group Benefit Plan offered through the Administration Centre for Sport Culture and Recreation following the probationary period. Details of the Plan: medical expenses coverage, dental care, long and short term disability.

Paperwork is required from the Administration Centre. The costs of the plan are shared between the employee (1/3) and the employer (2/3). The complete package of the program is on file in the CCS office.

Employees – Dismissal

Dismissal details are included in the Cross Country Saskatchewan employment contract.

Generally:

The Employer and Employee agree that the Employment Agreement may be terminated by the Employer:

- a) for cause without notice at any time or,
- b) upon written notice to the Employee or,
- c) immediately at the option of the Employer, upon written notice in the event that funding to the Employer is reduced or terminated by its funding body or if the Employer ceased to exist.

In the event the Employer terminates the employment of the employee without cause, the Employee shall be entitled to notice, or pay in lieu of notice, of one week for each full or part year of employment unless the Employee is entitled to a longer period under the Labour Standards Act in which case the Employee shall receive the longer period.

Appendix A – CCS By-Laws

CROSS COUNTRY SASKATCHEWAN ASSOCIATION INC. BY-LAWS APRIL 2015

1.00 Name

- 1.01 The name of the Association is CROSS COUNTRY SASKATCHEWAN ASSOCIATION INC.

2.00 Definitions

- 2.01 In these by-laws:
- a. “Annual Fee” means the fee assessed by SASKI under section 11.00.
 - b. “Association” means Cross Country Saskatchewan Association Inc.
 - c. “Member” means a person who is a member of a Member Club.
 - d. “Member Club” means a club meeting the qualifications of section 7.02.
 - e. “Members” means each Member and Member club collectively.
 - f. “Zones” means the geographic divisions set out in Section 6.00.
 - g. “SASKI” means the Saskatchewan Ski Association

3.00 Affiliation

- 3.01 The Association is part of SASKI which is the Provincial Sport Governing body for skiing in Saskatchewan
- 3.02 The Association represents the interests of its members to SASKI and Cross Country Canada

4.00 Purpose

- 4.01 The purpose of the Association is to develop cross country skiing in all its aspects and more particularly to:
- a. function as the governing body of cross country skiing in Saskatchewan;
 - b. promote cross country skiing
 - c. encourage formation of Member Clubs and provide all possible services and assistance;
 - d. develop programs to increase the participation in and enjoyment of cross country skiing by Members;
 - e. provide competitive and recreational cross country skiing programs in Saskatchewan;
 - f. govern the conduct of provincial cross country skiing competitions;

- g. Pursue excellence by selection and training competitors to represent Saskatchewan in interprovincial and national competitions;
- h. encourage support of its programs and of cross country skiing by the public generally;
- i. provide guidance, information, and assistance to Member Clubs within these objects;

5.00 Boundaries

- 5.01 The boundaries of the Association are the same as the boundaries of the Province of Saskatchewan.
- 5.02 Clubs and Club Members that straddle our provincial boundaries can be admitted to the Association, subject to approval by the Board.

6.00 Zones

- 6.01 For the purpose of the Association, the Province shall be divided into three zones.
- 6.02 The Zones are:
 - a. the area north of the 54th parallel,
 - b. the area between the 52nd and 54th parallels,
 - c. the area south of the 52nd parallel,

7.00 Membership Association

- 7.01 The Association has two classes of membership as follows:
 - a. Member Clubs
 - b. Members
- 7.02 A Member Club is the basic membership unit of the Association. To become a Member Club of the Association, a club must meet the following requirements:
 - a. be a member of SASKI
 - b. have at least ten (10) members
 - c. assess and pay dues for each Member to SASKI
 - d. have an elected president
 - e. provide reports and records to the Association as required by the Association
- 7.03 A Member Club has full participation and voting rights as set out in Article 8.00.
- 7.04 A Member Club which has failed to meet its obligations under 7.02 may lose its membership by majority vote of the Board of the Association
- 7.05 A Member is any person:
 - a. who is a properly qualified member of a Member Club; and

- b. for whom membership fees have been received by SASKI from the Member Club of which the person is a Member.

8.00 Voting at Annual, Spring or Special General Meetings

- 8.01 Each Member and all Member Clubs are entitled to attend any annual or special general meeting of the Association. Only Member Clubs are entitled to vote on questions put to any meeting. Voting shall be in accordance with the following formula:

Number of Members in Club	Number of Votes
Less than 10	0
10 – 20	1
21 – 100	2
101 – 200	3
201 – 300	4
301 – 400	5
401 – 500	6
501 – 600	7
601 – 700	8
701 – 800	9
801 – 900	10
901 – 1000	11
1001 and over	12

- 8.02 One club may carry the written proxy for one other club.

9.00 Membership Year

- 9.01 The number of Members in a Member Club is determined from the membership lists of Member Clubs as of the first day of April of the current calendar year.

10.00 Voting Member Clubs

- 10.01 Each Member Club has the right and responsibility to attend and cast its own votes at any annual or special general meeting of the Association, and must delegate one or more of its Members to attend and to vote or assign a proxy, as per Item 8.02.
- 10.02 A Member Club is not entitled to vote if it has not paid its Annual Fee.

11.00 Annual Fee

- 11.01 Each Member Club will pay an Annual Fee to SASKI. The Annual Fee will be set by SASKI in accordance with its by-laws and the Association's requirements. The Association will receive a portion of the Annual Fee from SASKI.
- 11.02 The Association Fee is set to cover the membership fee charged by Cross Country Canada, plus any pure Association requirements.
- 11.03 Any Association Fee increases must be ratified by a majority vote at the Annual, Spring or Special General Meeting.

12.00 Management by Board of Directors

- 12.01 All of the affairs of the Association are managed by the Board of Directors made up of Members of the Association as follows:

- a. President
- b. Funding and Finance Director
- c. Youth Programs Director
- d. High Performance Director
- e. Officials & Coaching Development Director
- f. Director
- g. Director
- h. Director
- i. Director
- j. Past President, as an ex-officio member of the Board

12.02 The Board may hire an Executive Director to assist it in managing the affairs of the Association.

13.00 Offices Filled

13.01 The offices of the Board shall be filled by Members elected by Member Clubs at each Spring General meeting of the Association. No Member shall serve more than three consecutive terms as President.

All positions are 2 year terms:

The following positions are elected on odd years:

- i. President
- ii. High Performance Director
- iii. Youth Programs Director
- iv. Director
- v. Director

The following positions are elected on even years:

- i. Funding and Finance Director
- ii. Officials & Coaching Development Director
- iii. Director
- iv. Director

13.02 The Executive Director of the Association shall serve as secretary to the Board

13.03 At the first meeting of the Board after the Spring General Meeting, the Directors at Large will assume, by agreement, the responsibilities of:

- a. Vice President
- b. Northern Development
- c. Facility and Recreational Skiing
- d. Public Relations
- e. Other responsibilities as decided by the Board, if necessary.

13.04 The Board may appoint a Member to fill any vacant position on the Board until completion of the term

14.00 Power of Board

14.01 The Board of the Association:

- a. shall administer all of the affairs of the Association;
- b. may authorize the Association to enter any kind of contract which the Association may lawfully enter into;
- c. may exercise all powers and do all acts that the Association is authorized to do by its Articles of Incorporation or bylaws.

14.02 Without in any way restricting the preceding paragraph, the Board is expressly empowered, from time to time, to purchase, lease or otherwise acquire which it regards as necessary or essential to the operation of the Association.

14.03 The Board is empowered to:

- a. appoint committees or sub-committees as it decides to assist or promote any object of the Association,
- b. hire professional or other assistance as it decides.

15.00 Board Meetings

15.01 The Board may hold its meetings at any place or places in the province of Saskatchewan, as it decides. Board meetings may be formally called by the President, as deemed necessary upon not less than two days notice. A Board meeting may be held, without notice, immediately following the Annual or Spring General meeting of the Association.

15.02 One half or more of the Board members presently holding office, excluding ex-officio members, shall form a quorum for the transaction of business.

15.03 Meetings of the Board may take place in person or by tele-conference call.

15.04 A Board meeting shall be chaired by the President and in the absence of the President, the Vice President shall chair the meeting. In the absence of the Vice President the Board members in attendance shall elect a Chairperson.

16.00 Voting at Board Meeting

16.01 Questions arising at any meeting of the Board shall be decided by a majority of votes. The President/Chairperson will vote last. In the event of an equality of votes the matter will not pass.

17.00 Single Subject Meetings and Electronic Communication

17.01 Circumstances may arise where a single item/subject requires Board approval and a full Board meeting is not possible or practicable. In this event a "Single Subject Meeting" would be called by the President via email. The process to follow is:

17.01.1 The President, either directly or through the Executive Director will call the "meeting"

17.01.2 The notice of meeting will contain:

- 17.01.2.1 A background to the “subject”
- 17.01.2.2 The motion is presented to be considered by the mover of said motion
- 17.01.2.3 A request for a Seconder
- 17.01.2.4 Open email “Reply All” discussion, subject to a set time frame, e.g., 2 days if time frames allow
- ~~17.01.2.5~~ Should email discussion lead to an amendment to the original motion this would follow Roberts Rules of Order for proper amendment
- 17.01.2.6 After discussion the Call for a Vote
- 17.01.2.7 Tally of votes, decision recorded and action or no action depending on the vote outcome
- 17.01.3 Only the “Single Subject” can be dealt with at the meeting

17.02 The outcome of the Single Subject Meeting is to be recorded in the minutes of the next Board meeting.

18.00 President

18.01 The President is responsible for:

- a. the general supervision of the employees, administration, management and control of the Association;
- b. calling of meetings of the Association;
- c. presiding at all meetings of the Association;
- d. acting as chairperson of Board Meetings;
- e. acting as an ex-officio member of all committees or sub-committees, at the President’s discretion, except for the Nominating Committee created under section 21.00.
- f. represent the Association on the Board of SASKI
- g. represent the Association at the Cross Country Canada Annual General Meeting and at the Cross Country Canada Divisional Chairs meetings.

18.02 If the President is absent or unable to act, the duties and powers of the President may be exercised by the director fulfilling the duties of Vice President.

19.00 Executive Director

19.01 The Executive Director shall keep all official records of the Association, and shall attend all annual, Spring General and Board meetings and record the proceedings of the meetings in the books kept for that purpose.

19.02 The Executive Director is the custodian of the seal for the Association.

20.00 Other Officers

20.01 The duties of all other members of the Board are determined by the Board.

21.00 Financial Affairs

21.01 Under the direction of the Board and the Funding & Finance Director, the Executive Director shall control the deposits of money, the safekeeping of securities and the disbursement of funds of the Association. The Finance Director shall provide to the Board at its meetings, or whenever required by

the Board and account of all transactions and the financial position of the Association; and shall present the most recent audited financial statement and the most current financial statement of the Association at each annual general meeting of the Association. In the absence of the Funding and Finance Director the Executive Director will present the audited financial statement and the most current financial statement of the Association.

22.00 Nominations

- 22.01 There shall be a Nominating Committee comprised of at least two (2) Members of the Association responsible for presenting nominations to the Spring General Meeting of the Association. The committee shall meet prior to each Spring General Meeting to consider all nominations to the Board and if possible, to present a slate of candidates for election to the Board at the Spring General Meeting.
- 22.02 The chairman and other members of the Nominating Committee shall be appointed by the Board of the Association. The chairman of the Nominating Committee shall take the chair at the Spring General Meeting during the election of the Board and relinquish the chair only when a President has been elected.
- 22.03 In nominating a Member to the position of Director, the Nominating Committee shall consider the objective to nominate a director from each of the three geographic zones.
- 22.04 A nomination from the floor of the Spring General Meeting will be accepted but only if it is in writing, signed by two Members and has the written acceptance of the Member nominated.

23.00 Resignation or Incapacity

- 23.01 Should the resignation, permanent incapacity, death, improper conduct, inability, unwillingness or failure to act of any director or officer of the Association make it desirable or necessary, in the interests of the Association, that such person be removed from office or replaced before the next Annual or Special General Meeting of the Association, the Board may remove such person and appoint a replacement. Any action taken by the Board under this Article is subject to review at the next Annual or Spring General Meeting, and any person appointed under this Article shall not retain the position beyond the conclusion of the next Annual or Spring General Meeting of the Association unless elected to the position at that meeting.

24.00 Annual and General Meetings

- 24.01 The Annual, Spring or any Special General Meeting of Members may be held anywhere in Saskatchewan and on any day as the Board decides. Notice to Member Clubs will be thirty (30) days prior to the meeting, except as in 24.05.
- 24.02 The notice of a meeting of the Association will specifically identify whether the meeting is the Annual General Meeting, the Spring General Meeting or a Special General Meeting.
- 24.03 The Annual General Meeting must be held within four (4) months of our fiscal year-end.
- 24.04 At every Annual Meeting, in addition to any other business that may be transacted, the report of the Board and a balance sheet, along with a general statement of income and expenditure for the financial period ending upon the date of the balance sheet, shall be presented.
- 24.05 A Member or Club must submit in writing any new business intended to be presented at the Annual or Spring General Meeting not less than two (2) weeks before the meeting date. The Board of the Association may place any new business on the agenda at the Annual or Spring General Meeting without prior notice
- 24.06 The Board or the President shall have power to call, at any time, a Special General Meeting of Members. No public notice of Annual or Special meetings shall be required. Notice of time and

place of every such meeting shall be sent to each Member Club. Notice shall be given at least three days before the time fixed for holding such meeting.

- 24.07 Any meeting of Members may be held at any time and place, without notice, if all Member Clubs are present, and any business may be transacted at such meeting which the Association could transact, at any Annual, Spring or Special Meeting.
- 24.08 No error or omission in giving notice of any Annual, Spring or Special General Meeting, or adjourned meeting, of the Members of the Association shall invalidate the meeting or make void any proceedings taken at it. Any Member and Member Club may, at any time, waive notice of a meeting and may ratify, approve, and confirm any or all proceedings taken or had at it.

25.00 Adjournment

- 25.01 Any meeting of the Association or of the Board may be adjourned to any time and from time to time. Any business may be transacted at the adjourned meeting as might have been transacted at the original meeting from which the adjournment took place. No notice is required of any adjournment. The adjournment may be made, even if a quorum is not present.

26.00 Quorum and Voting Strength

- 26.01 A quorum for the transaction of business at any Annual, Spring or Special General Meeting of the Association shall consist of representatives from not less than twenty (20) per cent of the Member Clubs. Voting strength of Member Clubs shall be as set out in article 8.01 of these bylaws.

27.00 Execution of Documents

- 27.01 Deeds, transfers, licenses, contracts and engagements on behalf of the Association may be signed by any two Directors of the Association acting together, who can affix the seal of the Association to any documents that require it. As well, the Board may from time to time, direct the manner in which and the person or persons by whom any particular instrument of the Association is to be signed.
- 27.02 The Executive Director shall keep record of all documents to which the seal of the Association is affixed, setting out the general nature of the document, the date executed and on what authority.

28.00 Books and Records

- 28.01 The Executive Director and the Board shall see that all necessary books and records of the Association, required by the by-laws of the Association or by applicable statute of law, are regularly and properly kept.

29.00 Fiscal Year

- 29.01 The fiscal year of the Association shall begin on June 1st of each year and end on May 31st of the following year.

30.00 Withdrawal of Membership

- 30.01 A Member Club may withdraw from the Association by giving written notice to that effect directed to the President or Executive Director of the Association.

31.00 Amendment

- 31.01 These bylaws may be amended at any Annual, Spring or Special General Meeting provided that a copy of the proposed amendment has been mailed to each Member Club at least two (2) weeks prior to the meeting, and provided that the amendment is approved by at least two-thirds of the votes of Member Clubs represented at the meeting.

32.00 Notices

- 32.01 Any notice, communication or other document to be given by the Association to a Member, Member Club or a member of the Board for any reason shall be sufficiently given if emailed or mailed by prepaid ordinary mail addressed to the last known address of the Member, Member Club or member of the Board according to the records of the Association.

33.00 Banking

- 33.01 The banking business of the Association shall be transacted with one or more credit union, bank or trust company, as the Board decides.

34.00 Head Office

- 34.01 The head office of the Association shall be in the City of Regina, in the Province of Saskatchewan, or at such other place as the Association may, by law, determine.

35.00 Dissolution

- 35.01 Subject to regulations set out by law, the Association may be dissolved by decision of the Member Clubs at an Annual or Special General Meeting, provided that notice of such proposed dissolution has been mailed to each Member Club at least two (2) weeks prior to the meeting, and provided that the dissolution is approved by at least two-thirds of the votes of the Member Clubs represented at the meeting.

Appendix B – CCS Privacy Policy

Preamble

1. Cross Country Saskatchewan (CCS) is subject to the Personal Information Protection and Electronic Documents Act (“the Act”) which sets out principles of fair information practices that in turn form ground rules for the collection, use and disclosure of personal information.
2. In accordance with the Act, CCS is responsible for the protection of personal information and the fair handling of it at all times both throughout the organization and in dealings with third parties.

Aim

3. The aim of the CCS Privacy Policy is to provide direction for how personal information will be collected, used and disclosed within CCS.

General Policy

4. CCS will comply fully with the principles and exceptions set out in the Act.

CCS Principles of Fair Information Practices

Identifying Purposes

5. Before or when any personal information is collected by or on behalf of CCS, CCS will identify the reason(s) for collecting the information and how it will be used. If the reason(s) for collecting the information and/or how it will be used changes after the information is collected, CCS will endeavor to inform the affected individual(s) and obtain consent before the information is used.
6. Personal information may be collected from more than one source and combined.

Consent

8. CCS requires an individual’s consent to the collection, use and/or disclosure of personal information:
 - a. Before or when any personal information is collected by or on behalf of CCS, or when the reason(s) for collecting the information and/or how it will be used changes, CCS will obtain consent from the individual whose personal information is collected, used or disclosed.
 - b. For an individual who is a minor, seriously ill, or mentally incapacitated, consent may be obtained from a legal guardian, or person having power of attorney.
 - c. Consent may be obtained in person, by phone, by fax, by mail, by email or by internet, or by any other reasonable method, whether express or implied.

Limiting Collection

9. CCS limits the information it collects to what is needed for specific purposes identified by CCS at the time the personal information is collected.

Limiting Use, Disclosure and Retention.

10. CCS will limit the use and disclosure of the personal information it has collected to the purpose(s) for which it was collected, unless the individual otherwise consents or the use or disclosure is authorized by law.
11. Where possible, CCS will use contracts or other agreements to ensure the protection of personal information that has been collected by CCS and that is transferred to a third party for use, including but not limited to:
 - a. The personal information transferred to a third party will be limited to what is needed by and for the purposes necessary for the third party to fulfil the contract or agreement.
 - b. The third party will be required to refer to CCS any requests for access to or complaints about the information provided.
 - c. When the personal information is no longer required by the third party, the third party will be required to either return the information to CCS or dispose of it in a manner acceptable to CCS.
12. Personal information collected by or on behalf of CCS will be retained only as long as necessary to satisfy the purpose(s) for which it was collected. Any personal information collected by or on behalf of CCS that is no longer required for an identified purpose or a legal requirement will be destroyed, erased or rendered anonymous in a manner that will prevent improper access.

Accuracy

13. CCS will make efforts to keep the personal information collected as accurate, complete and up-to-date as is necessary, taking into account the purpose(s) for which the information is collected and the interests of the individual.

Safeguards

14. CCS will make efforts to protect the personal information collected with appropriate safeguards and security measures:
 - a. Information may only be accessed by approved officials or employees, or by other persons designated as such by CCS, and only to the extent necessary for the identified purpose(s).
 - b. Personal information will only be disclosed to a third party when:
 - i. reasonable steps are taken to identify the individual requesting the personal information;

- ii. the individual requesting the information is able to establish his/her right to access the personal information requested; and
- iii. the proposed use of the personal information requested is consistent with the consent given with respect to the collection, use and/or disclosure of the personal information.
- c. Personal information may only be stored, modified or deleted by the Executive Director (ED) or his/her delegate as set out herein.
- d. Physical safeguards include restricted physical access to CCS offices and secure storage facilities.
- e. Technological safeguards include restricted file access, computer passwords, firewalls and file encryption procedures.

Openness

15. Any requests or enquiries about this policy can be directed to the CCS Office.

Individual Access

- 16. Any individual that has provided personal information to CCS shall have access to that personal information collected, used or disclosed by or on behalf of CCS.
- 17. An individual may review, amend or update the personal information collected about him/her.
- 18. If CCS refuses access to an individual to the personal information collected, CCS will provide to the individual the reason(s) for the refusal and any recourse available.
- 19. Where possible, a response to a request for access to personal information by an individual will be made within 30 days of the request.
- 20. CCS will make every effort to provide access of any individual to his/her personal information at minimal or no cost. If a cost is anticipated to provide the information requested, CCS will advise of the cost prior to disclosing the information.

Challenging Compliance

- 21. CCS will investigate and respond to all concerns about any aspect of the collection, use and disclosure of personal information, in a timely manner. Where necessary, an individual will be advised of available avenues of complaint, including the Office of the Privacy Commissioner of Canada.
- 22. CCS will take appropriate measures to correct any inaccurate personal information that is identified or to modify policies or procedures where necessary.

Responsibility and Accountability

- 23. CCS is responsible for maintaining and protecting all personal information that it collects.
- 24. The CCS Executive Director has the primary responsibility for ensuring compliance with the CCS Privacy Policy as set out herein and has the authority to intervene on privacy issues that relate to any of CCS's operations.

The ED is responsible for the following:

- a. Collection, use and disclosure of personal information;
 - b. Responding to requests and general inquiries for personal information;
 - c. Responding to requests for correction to personal information;
 - d. Responding to complaints about the collection, use and disclosure of personal information by CCS;
 - e. Explaining the purpose(s) for the collection, use and disclosure of personal information;
 - f. Explaining the procedure to withdraw consent and the consequences, if any, of such a withdrawal.
25. The ED may delegate any responsibilities set out herein to another CCS employee or to an individual approved by CCS. All CCS officials and employees, or any individual approved by CCS to handle any responsibilities set out herein, are required to understand the nature and scope of and adhere to the CCS Privacy Policy.

Appendix C – Coach and Officials Committee Terms of Reference

1. General

Cross Country Saskatchewan coordinates activities and provides funding for coach and official development.

2. Policies Governing Coach Training and Development

- a) All NCCP skiing coach training offered in Saskatchewan will be operated and administered by Cross Country Saskatchewan and falls under the jurisdiction of Cross Country Canada. All training must be operated according to the Cross Country Canada policies and course requirements.
- b) Financial arrangements including learning facilitator, evaluator and participant fees for NCCP coach training and provincially operated professional development activities are regulated by Cross Country Saskatchewan and based on recommendations by Cross Country Canada. Learning Facilitator and participant fees will be

reviewed annually under the guidance of the Coaching and Officials Director based on budget considerations, the expense and reimbursement rates set by the Cross Country Saskatchewan Board of Directors and the minimum fee structures approved by Cross Country Canada.

- c) All NCCP course arrangements including organization, promotion, registration and payments for materials, facilities and equipment are coordinated through the Cross Country Saskatchewan office.
- d) NCCP training programs designated by Cross Country Canada as a provincial responsibility will be included in the annual plans and budgets of the organization.
- e) Coach development activities such as professional development, mentoring, support for NCCP courses operated by Cross Country Canada and the National Coaching Institute, etc. will be included in the annual plans and budget of the organization. These activities will follow the provincial and national coach development pathways and will benefit provincial and/or member club programs.
- f) An annual coach training and development schedule will be published by the Cross Country Saskatchewan office by November 1st on the Provincial web site as well as the Nordic News with additional courses and activities being added when required.
- g) Provincial records will be managed and maintained by through the Coaching and Officials Director and the Cross Country Saskatchewan office, including the provincial sport organization administrative responsibilities related to the NCCP database and the Respect in Sport database.
- h) Coaches will follow the continuing education guidelines issued by Cross Country Canada.

3. Policies Governing Coach Mentorship and Educational Opportunities

- a) Cross Country Saskatchewan will promote Coaching Educational Opportunities for coaches working with the provincial ski team at various provincially sanctioned events. Experiences may include dry land and on snow training sessions, camp situations, as well as competition experiences.
- b) The opportunities will provide club coaches with practical sessions to enhance their coaching skills, to provide race support to the provincial team members, and to keep abreast with the level of competition outside the province.
- c) Active cross country ski coaches will be contacted through the Provincial Coach / High Performance Director and/or the Coaching and Officials Director informing them of the Team Schedule - in province camps and events, and out of province events. A list of events where a coach or coach assistant is required along with the level of certification required will be defined by November 1st.
- d) An application form for coaches to fill out and return to the provincial office will be posted on the CCS web site.
- e) All coaches will be notified of the financial support available for each educational opportunity.

Appendix D – High Performance Committee Terms of Reference

- **1. Purpose**
- The High Performance Committee is an operational committee of CCS with a goal of providing leadership and direction to CCS's high performance program.
- **2. Key Duties**
- The Committee will perform the following key duties:
 - a. Provide advice to the Director of High Performance, and to other operational committees in the creation of a sustainable High Performance program;
 - b. Facilitate coordination between the components of the high performance system;
 - c. Provide recommendations to the Board of Directors, through the Director of High Performance in the development and implementation of the operational programs, plans and policies governing the operation of the High Performance program;
 - d. Develop detailed objectives and tasks required to implement the strategic direction of the High Performance program, including an annual plan, training camps, competitions, outreach and talent identification;
 - e. Conduct an annual program evaluation to confirm that objectives are being met and are achieving the desired results updating the High Performance strategic direction and annual operational planning as required;
 - f. Develop selection and funding criteria for CCS teams, or individual athletes, approved for competition or training camp trips;

- g. g) Select teams where authorized in the criteria and monitor the application of the criteria where this authority is delegated;
- h. h) Perform additional tasks as may be assigned to the Committee by the Board affecting the High Performance Program in the province.
- i. i) Recommends the annuals “Competition Events Schedule” for approval by the Board and ratification by the Membership.
- j. j) Ensures that the Sask Cup Rules are reviewed and, if necessary, updated annually.

• **3. Authority**

• The committee will be an Active Advisor to the Board of Directors. The committee will research and review program and policy issues and then propose action in the form of a recommendation to the High Performance Director whom will present them to the Board for approval.

- a. The committee can form sub-committees whenever necessary to facilitate the committee’s work.
- b. The committee’s plans (annual, quadrennial, etc.) and the annual budget must be approved by the Board of Directors

• **4. Reporting Structure**

• The High Performance Director is accountable directly to the Board of Directors for the effective operation of the Committee and for all Committee decisions.

- a) The Committee will report at each Board Meeting;
- b) Recommendations of the Committee will be sent to all clubs with an active high performance team, for a period of at least 30 days, providing members the opportunity to comment on these recommendations prior to being presented to the Board of Directors for approval;
- c) The Committee will report to the membership, in writing, at the Annual General Meeting;
- d) Approved recommendations will be published annually in the Nordic News and on the CCS website.

• **5. Composition**

• The Committee will be composed of:

- a) The High Performance Director, who is a member of the CCS Board of Directors and who is elected by the Membership at a CCS General Meeting;
 - b) The Coaches and Officials Director, who is a member of the CCS Board of Directors and who is elected by the Membership at a CCS General Meeting;
 - c) CCS Provincial High Performance Coach / Technical Director;
 - d) Two certified coaches, one from the South or Central and one from the North of the province.
- Ideally coaches will be certified at the CCI Advanced level. Ideally, these coaches will not be from the same clubs as the High Performance Director and the Coaches and Officials Director.

• **6. Appointment**

- a) The Board appoints members to the Committee, based on recommendations made by the High Performance Director.
- b) Vacancies will be filled by a qualified person appointed by the Board for the remainder of the vacant position’s term.
- c) Members of the Committee will serve terms of two year, and such terms may be renewed to a maximum of two consecutive terms.
- d) After consultation with the High Performance Director, the Board may remove any member of the Committee who is not fully engaged in the discussion and appoint another member to ensure all positions remain filled. Removal of the High Performance Director who has been elected at a CCS General Meeting can only be done by the Board following criteria and procedures for doing so that apply to all Directors on the CCS Board.

• **7. Meetings**

• The Committee will meet in person a minimum of two times per year, with additional phone meetings as often as required. Meetings will be at the call of the Director of High Performance. Expenses incurred by committee members to attend these meetings will be refunded as described in the CCS Policy on Volunteer Reimbursement. The issuance of a meeting Agenda by the High Performance Director to the High Performance Committee members will be considered approval for those committee members to incur travel, lodging and meal expenses to attend the meeting.

Appendix D (a) – Sask Winter Games Policy

Background

The Saskatchewan Winter Games (SWG) were first held in 1974, and take place every four years (2014, 2018, 2022, etc.). They are administered by the Saskatchewan Games Council who state that the purpose of the games is to provide an opportunity for the province's developing athletes, coaches and officials to participate in a multi-sport event in preparation for a higher level of competition.

The goals of the Saskatchewan Games are:

- To provide an athlete-centered multi-sport experience that compliments provincial sport governing bodies, long term athlete and coach developmental plans, generally in the LTAD 'Train to Train' stage of development.
- To identify Saskatchewan participants with the potential to advance to higher levels of competition (Provincial Team, National Competitions, Canada Games, Western Canada Summer Games, North American Indigenous Games).
- To enhance community development through a sport legacy of upgraded equipment, facilities, experienced officials, cultural understanding and appreciation, and a core group of volunteers.
- To motivate participants to achieve a higher level of sport skill and physical well being.
- To promote athlete, coach and official development programs within all Districts in the province.
- To provide a provincial showcase which increases public awareness and support for amateur sport in Saskatchewan.
- To generate economic and tourism benefits within the host community and surrounding area.

The Saskatchewan Games Program is a developmental tool used by Provincial Sport Governing Bodies (PSGBs) that aids in the comprehensive growth and development of athletes, coaches, officials and all participants in sport. District teams are selected by the Provincial Sport Governing Bodies and managed by the provinces Sport, Culture and Recreation Districts.

Cross Country Saskatchewan Policy

CCS is committed to ensuring that cross country skiing remains as one of the designated sports at the SWG. To do so CCS will allocate sufficient budget in a SWG year funded by annual contributions to a Reserve account to carry out the duties listed below required of provincial sport governing bodies (PGBs).

- Create a cross country skiing technical package and submit it to SGC to meet their deadlines. The technical package describes, among other things, athlete eligibility and team size, coach eligibility, competition formats, governing rules and numbers and types of officials required.
- Appoint a Provincial Technical Liaison (PTL) person who will advise the local organizing committee (LOC) in stadium and course layouts for the designated race formats, formulating a daily schedule (race time, warm-up, awards, meals, transport, etc.) and complete other duties as described below.
- The PTL, along with the CCS executive director, will collaborate with the nine sports districts, and with existing CCS club coaches, to try to ensure district teams from all nine districts have a full compliment of athletes and have coaches that satisfy the coach eligibility criteria in the technical package.
- The PTL will also advise the district Sask Sport representatives and coaches in formulating athlete selection criteria for district teams; and will provide the SGC with a "fill policy" that describes how vacant positions on a district team can be filled with athletes from other districts to maximize participation in cross country ski competitions at the games.
- The PTL will serve as a major official at the games where he/she will fill the roll of a "technical delegate" as described under FIS-CCC competition rules in ensuring that competitions at the SWG are carried out in conformance with SGC policies, the SWG cross country ski technical package and FIS-CCC competition rules.
- CCS will collaborate with the LOC to provide officials training clinics to ensure sufficient numbers of trained and certified officials are available to run the cross country ski competitions so as to provide a fair and high quality competition experience for the athletes.
- As required CCS will provide major officials to augment the local officials, particularly in specialized functions like timing, and will provide timing equipment.
- CCS will promote the SWG to clubs, coaches, athletes and youth program participants; and will follow SGC requirements in ensuring that scheduling of Sask Cups and Provincial Championships does not conflict with the SWG.

Appendix D (b) – Canada Winter Games Policy

Background

The Canada Winter Games (CWG) were first held in 1967, and take place every four years (2015, 2019, 2023, etc.). Saskatoon hosted the 1971 CWG at which cross country skiing was a sport. The CWG are administered by the Canada Games Council who state that the goals of the Canada Games, both summer and winter, are:

- To be widely recognized by Canadians as a unique, premium, nation-building multi-sport event for youth, that creates enduring legacies for the Canada Games property and sport in host communities, provinces and territories.
- To maximize the leadership role of the Canada Games in connecting Canadians and increasing the value they place on sport while ensuring the Canada Games is a significant contributor to the Canadian sport system.
- To implement an efficient, effective and interactive Canada Games Transfer of Knowledge Program to support host societies in delivering the Canada Games.
- To create a sustainable organization through efficient and effective operations, mechanisms for stakeholder engagement and government relations and the development of innovative investment opportunities for individuals and strategic partners.

The CWG are Canada's largest multi-sport winter event and represent the pinnacle of interprovincial/territorial sport competition, and they are a springboard for Canada's Olympians and Paralympians.

Cross Country Saskatchewan Policy

CCS is committed to ensuring that Saskatchewan sends a full team of qualified coaches, cross country ski athletes and para-nordic athletes to each CWG; and that these athletes and coaches are trained, prepared and properly supported to participate in the games. To do so CCS will allocate sufficient budget in a CWG year funded through annual contributions to a reserve fund over a four-year cycle to carry out the duties required of provincial sport governing bodies (PGBs).

CCS Executive, based on recommendations from the High Performance Committee, will establish goals for team performance at the CWG and work towards achieving them as components of a high performance plan by:

- Having a high performance plan in place and working towards achieving identified goals.
- Ensuring that the Sask Cup race series, Provincial Championships and Saskatchewan Winter Games cross country ski competitions are organized and run to high standards (CCC Tier 2 sanctioned event as the benchmark) to provide ongoing opportunities for athletes and coaches to participate in cross country ski competitions in Saskatchewan.
- Providing opportunities for coach development and NCCP certification; and providing opportunities and targeted funding for coaches to gain experience at training camps and at competitions such as Norams, Western Championships and National Championships.
- Providing opportunities and targeted funding for athletes to attend training camps; and for selected athletes to attend competitions such as, but not limited to, Norams, Western Championships and National Championships as well as out-of-province training camps (e.g. Silverstar, Canmore)

CCS Executive, based on recommendations from the High Performance Committee, will publish team selection criteria for the cross country ski and para-nordic team; and will select athletes to the team based on recommendations of the High Performance Committee, or of a Selection Committee if one has been established, so long as the Executive is satisfied that the recommendations were made in conformance with the published team selection criteria.

CCS will invite all coaches who meet CWG eligibility requirements and who are members of CCS member clubs to apply for positions as coaches, wax technician and team manager for the Saskatchewan Canada Winter Games cross country ski and para-nordic team.

CCS will enter into contracts with the successful applicants for coach, wax technician and team manager positions. The period covered by the coaches' contracts will typically be 12 to 18 months and will include both the duration of the CWG and a period of training, and team selection and development leading up to the games. Team manager and wax technician contracts may be for shorter periods. Terms and durations of the contracts for each CWG are at the discretion of CCS executive.

CCS will ensure that the CWG cross country ski and para-nordic team is properly supported with waxing equipment and supplies.

CCS will collaborate with Sask Sport and Saskatchewan Games Council to ensure that all athletes selected to the CWG cross country ski and para-nordic team are educated in True Sport principles and have received anti-doping training.

CCS will have procedures in place (e.g. coach responsibilities on contracts) to ensure that it, and the CWG cross country ski and para-nordic team athletes and coaching staff, comply with all Sask Sport, Saskatchewan Games Council and Canada Games Council requirements with regard to participation in the CWG.

Appendix E – Finance Committee Terms of Reference

1. General

The Finance Director and/or Committee works in the following area:

- Finance: With the Executive Director to ensure sound accounting practices are followed in the recording of CCS revenue and expenditures.

2. Key Duties

- Finance
 - i. Monthly reports to the Board of receipts and disbursements for the past month,
 - ii. Monthly updates to the Board for the current year Budget,
 - iii. Assessment of Over or Under budget items that may have a short or long term financial impact on CCS programming,
 - iv. Assist in configuring the CCS budget breakdown to give information on program and project cost effectiveness,
 - v. Identify financial needs that may grow out of the CCS Long Range Plan,
 - vi. Report findings and concerns to the Board as needed,
 - vii. Report on these items at the Spring General Meeting and Annual General Meeting.

Appendix F – Youth Development Committee

1. General

The Sport (Youth and Club) Development Director and/or committee works in five main areas:

- a. Ensuring our current and active Skill Development Programs operated by our Clubs continue to be viable and growing.
 - i. Establish contact with Club individuals responsible for the Club programs,
 - ii. Where possible facilitate the sharing of ideas of success by Clubs (from recruiting volunteer coaches to attracting new skiers),
- b. Work with our current Club base to encourage/assist them in beginning a SDP in their Club (initial work here should start at the Spring General meeting.
- c. Reach out to Sport Districts or Schools, Cities and Towns that might be good candidates for beginning a youth SDP which in turn would lead to a new Club.
- d. Make Clubs aware of CCC sport promotion activities.
- e. Catalogue community funding avenues for ski development for Club use.

Appendix G – Facilities Committee Terms of Reference

General

The Facilities and Recreation Director and or Committee works in the following main area:

1. Facilities
 - a. Review and maintain the Facility Grant application requirements,
 - b. Ensure our Clubs are informed in a timely fashion for application, adjudication and confirmation,
 - c. Make recommendations to the CCS Board on funding levels and approval rationale.

Appendix H – Northern Development Committee Terms of Reference

General

The Northern Development Director and/or committee is somewhat unique in CCS. This is in part due to the active participation of the Northern Sport, Culture and Recreation District (NSCRD) in supporting skiing in northern communities.

The Director and/or Committee:

- should maintain a close relationship with the District and communities in the north that have or could begin an active youth and/or family ski program,
- Keep the CCS Board informed of successes and challenges
- Recommend to the CCS Board funding options to support the initiatives of the NSCRD.

Appendix I – Respect In Sport Policy

General

Cross Country Saskatchewan is committed to creating a sport environment in which all individuals are treated with respect and dignity. Coaches have a responsibility to create a sporting environment that is free of harassment, abuse, bullying and neglect.

Cross Country Saskatchewan requires that all coaches participating in cross country skiing have completed the online Respect in Sport certification (or equivalency), as required by Sask Sport Inc.

Policies Governing Respect in Sport

1. The policy applies to all coaches registered or named on an official sport roster under the membership jurisdiction of Cross Country Saskatchewan.
2. Coaches not holding valid certification will have until June 30th each year to complete the Respect in Sport certification training or training equivalency such as NCCP Empower+.
3. Any coach not having Respect In Sport certification (or equivalency) by the deadline established will be removed as a coach until such time that the course is completed.
4. Cross Country Saskatchewan is responsible for setting out the communication strategy specific to the certification requirements and deadline.

Enforcement

Non-compliance with this policy may result in further discipline as determined by the CCS Executive.

RiS Administration

The Executive Director of Cross Country Saskatchewan will have the administrative access to the RiS database to oversee functions such as report generation and monitoring.

Appendix J – Roberts Rules of Order – condensed

What Is Parliamentary Procedure?

It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

Why is Parliamentary Procedure Important?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules!

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Reading of minutes of last meeting.
4. Officer's reports.
5. Committee reports.
6. Special orders --- Important business previously designated for consideration at this meeting.
7. Unfinished business.
8. New business.
9. Announcements.
10. Adjournment.

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

1. Call to order.
2. Second motions.
3. Debate motions.
4. Vote on motions.

There are four Basic Types of Motions:

1. Main Motions: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. Subsidiary Motions: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. Privileged Motions: Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. Incidental Motions: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How are Motions Presented?

1. Obtaining the floor
 - a. Wait until the last speaker has finished.
 - b. Rise and address the Chairman by saying, "Mr. Chairman, or Mr. President."
 - c. Wait until the Chairman recognizes you.
2. Make Your Motion
 - a. Speak in a clear and concise manner.
 - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ..."
 - c. Avoid personalities and stay on your subject.
3. Wait for Someone to Second Your Motion
4. Another member will second your motion or the Chairman will call for a second.
5. If there is no second to your motion it is lost.
6. The Chairman States Your Motion

- a. The Chairman will say, "it has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion, or may move directly to a vote.
 - c. Once your motion is presented to the membership by the chairman it becomes "assembly property", and cannot be changed by you without the consent of the members.
7. Expanding on Your Motion
 - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the chairman.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.
8. Putting the Question to the Membership
 - a. The Chairman asks, "Are you ready to vote on the question?"
 - b. If there is no more discussion, a vote is taken.
 - c. On a motion to move the previous question may be adapted.

Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

1. By Voice -- The Chairman asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
2. By Roll Call -- Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
3. By General Consent -- When a motion is not likely to be opposed, the Chairman says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
4. By Division -- This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.
5. By Ballot -- Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

1. Motion to Table -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.
2. Motion to Postpone Indefinitely -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order.
2. Have members obtain the floor properly.
3. Speak clearly and concisely.
4. Obey the rules of debate.

Most importantly, *BE COURTEOUS*.

Appendix K – Facility Grant Guidelines

Purpose

The Facility Grant has is a CCS grant for member clubs to help with upgrades to their facilities. This can include everything from trail clearing, to building a warm up shelter, to purchasing trail grooming equipment.

Guidelines

CCS Executive, at their discretion, will allocate funding in annual operating budgets to support the Facility Grant program based on the availability of funds (retained earnings and revenue) for this program and other CCS funded activities.

CCS Executive has the authority to set the maximum grant amount that can be awarded to a club in a single year; the amount that may be granted to a club once every five years for major equipment purchase; and the amount of an exceptional circumstances grant.

CCS will distribute grant applications at the spring general meeting and designate an application deadline that is early enough (typically May 31st) that grants can be awarded to CCS member clubs in time for funded work to be carried out in the summer should that be planned.

A club is eligible to receive a Facility Grant in the CCS fiscal year following the CCS fiscal year in which it became a CCS member club.

CCS Executive may strike a committee of one or more Executive members to evaluate the Facility Grant applications and make a recommendation regarding grant amounts to be distributed to applicant clubs; and CCS Executive must vote on the recommendation.

Clubs approved for the Facility Grant by CCS will receive 50% of the grant upon approval of the application. The remaining 50% will be awarded upon completion and receipt of the required Follow Up Report (see below).

The Facility Grant application should specify the following conditions:

- A maximum available grant to each club (\$2500 in 2014-15)
- The maximum amount of a larger grant that may be awarded once every five years for purchase of a major piece of equipment (e.g. snowmobile). The maximum amount is \$5000.00 in 2014-15
- A note that CCS Executive may, at their discretion, also award one time grants larger than the normal maximum for exceptional circumstances
- Grants for a single piece of equipment will only be supported in one year.
- Labor costs are not eligible
- Eligible expenses for grant applications include: 1) those incurred after the club application is approved and 2) those up to 12 months prior to the application date so long as the club was a CCS member club eligible to receive a Facility Grant when the expenses were incurred.
- Residual Facility Grant funds (total available for distribution – total approved for distribution) after grant approvals have been announced are not available for distribution. Clubs cannot apply for a Facility Grant at this point.
- **Retroactive Expenses:** Circumstances may occur, within a Club, during the ski season that were not anticipated at the time of submitting a grant application. In these circumstances if the Club is eligible for a grant (did not apply or the application was below the maximum) the Club may apply for coverage of these retro-active expenses in the next round of grant applications. All other guidelines apply – limits, frequency, etc.
- A Follow-up from clubs receiving a grant is required: (1) Complete a report and provide CCS with receipts for the specified project. (2) Publish an article detailing the project in your local media. 3) Write an article (including pictures) for the Nordic News and/or the CCS newsletter describing your project

Appendix L – Jeux Canada Games Equipment Policy

Purpose and Principles

Purpose:

- To increase opportunities to introduce people to cross country skiing;
- To assist CCS Clubs with programs/events aimed at broadening their member base;
- To work in communities without an active Club base and encourage and assist those communities to form a Club and initiate a ski program suitable to them.

Principles:

- To treat all applicants for the use of the equipment fairly;
- To support organized events;
- To encourage event participants to acquire their own equipment through Saskatchewan's main x-c ski shops.

Equipment Management

Booking:

- Clubs or field workers should have an event(s) planned and book the equipment well in advance;
- Bookings should not be longer than 1-2 weeks of equipment usage;
- CCS will create an Equipment Booking site on the website to assist Clubs and Field workers in their planning.

Shipping:

- The shipping is by STC or in conjunction with other travel. CCS will cover the cost of STC shipment
- When bookings are continuous, the last user ships the equipment to the next user (in adequate advanced time for the next event)
- When there is no immediate following booking the equipment can:
 - Remain with the Club until required by the next booking, or
 - Return the equipment to CCS
- At the end of the season the equipment is returned to CCS Regina for storage.

Equipment Maintenance

- The last user is responsible in ensuring all items are shipped to the new user (a check list of all items is included in the package and should be signed by the shipper)
- Damaged equipment is to be reported to CCS and instructions as to what to do with it will follow – DO NOT DISCARD.
- Waxing:
 - Classic Glide Wax. The skis should be able to go through a few events before needing re-waxing.
 - Grip Wax – waxable Classic. The grip wax should be removed before shipping (helps to keep the shipping bags cleaner). New grip wax is the responsibility of the new host Club/field worker.
 - Skate Glide Wax. The event host should inspect and wax as needed.
 - CCS will endeavor to have the skis glide waxed prior to a new season. Mid-season waxing will be the responsibility of the users.

Appendix M – CCS Risk Management Policy

Cross Country Saskatchewan Risk Management Policy

Preamble

As the provincial sport organization that governs cross-country skiing in Saskatchewan, CCS recognizes that there are risks inherent in all facets of our governance, program delivery and business operations.

CCS is committed to managing risks to the organization and to its clubs and individual members. We take the safety, well-being and satisfaction of our members and participants seriously. While we are not averse to taking organizational risks and pursuing beneficial opportunities, we will do so thoughtfully and in an informed manner.

Purposes

The aim of this policy is to provide a guiding statement on how risk management is to be performed within CCS. In general, we view risk management as a comprehensive approach to improving organizational performance. This policy has several more specific purposes:

- Reinforce an understanding of risk management as having a broad focus, beyond merely; preventing lawsuits and financial losses;
- Draw attention to the key areas of risk facing our organization;
- Assign responsibility for implementing and monitoring measures to address these key risk areas;
- Perform an educational function for staff, volunteers, divisions, clubs and members;
- Over the longer term, contribute to enhancing a 'risk management culture' within CCS.

Ultimately, successful risk management has the following benefits for CCS:

- Prevents or limits injury or losses to participants, volunteers and staff;
- Helps to protect CCS and its clubs and members against litigation;
- Ensures that CCS is compliant with current laws, regulations and standards;
- Improves the programs and services that CCS provides to its members, participants, partners and sponsors;
- Promotes improved business management and human resource management practices;
- Enhances CCS's brand and image in the community;
- Overall, enhances CCS's ability to achieve its strategic objectives and preserve its reputation.

Definitions

The following definitions are adapted from the Australia/New Zealand Risk Management Standard (1999):

- *Risk* – the chance of something happening that will have an impact on achieving desired outcomes;
- *Risk Management* – the process used to identify, assess and address risks so as to better achieve desired outcomes; and
- *Risk Management Program* – the formal commitments CCC makes to implement, monitor and evaluate risk management strategies.

Scope and Authority

Director of Finance is appointed as Risk Manager for the Organization, responsible for the implementation, maintenance and communication of this policy. This policy applies to all activities undertaken by CCS at the provincial level. Where CCS exercises authority over activities below the provincial level, risk management measures may also be prescribed by CCS for implementation by Clubs. Clubs of CCS are strongly encouraged to prepare a policy similar to this policy, to govern the management of risk within their jurisdictions.

Policy

- All activities and events undertaken by CCS will be analyzed from a risk management perspective with a view to protecting CCS and its members against possible risks;
- Systematic and explicit steps will be taken to identify, measure and control both predictable and unforeseen risks facing CCC;
- Risk control strategies will be reasonable and will reflect the given “standard of care” in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense);
- CCS acknowledges that risk management is a broad activity and a shared responsibility. All directors, officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks; and
- The Executive Director is responsible to the Risk Manager for developing and implementing a Risk Management Program Matrix, attached hereto as Appendix “V” that identifies accountabilities and gives effect to this policy within CCS's operations.

The Risk Management Process

Managing risks involves three steps: 1) identify potential risks using an informed, environmental scan approach, 2) assessing the significance of a risk by considering its possibility and consequences, and 3) developing and implementing measures to address those risks deemed significant by reducing possibility, consequences or both.

Risks arise from a number of categories of CCS's operations. In the sport domain, facilities, equipment, people and programs all give rise to potential risks. According to the Chartered Accountants of Canada, risks are defined as both threats and potential barriers to opportunities. CCS has determined that the following categories will be used when identifying risks:

- *Operational/program* risks – the risk of poor program delivery, inattention to the risks inherent in events and activities, and misuse or neglect of staff, volunteers and other resources;
- *Compliance* risks – risk of fines or other penalties for failure to adhere to laws, regulations, standards and reporting requirements;
- *Financial* risks – risk of fraud, financial mismanagement or poor financial decision making;
- *External* risks – risk of losing the support of funding agencies or other partners, or failing to respond to economic, demographic or other trends;
- *Governance* risk – risk of ineffective leadership, decision-making or organizational oversight;
- *Communication* risks – risk of ineffective internal and external communications; risks that information technologies will not provide dependable service and accurate, secure information that is available when needed;
- *Reputation* risks – risk of losing goodwill, status in the community, confidence of sponsors, and ability to generate funds and recruit volunteers; and
- *Strategic* risks – risk of failing to keep the organization vibrant and relevant.

All risks faced by CCS can be addressed by one or more of the following four general strategies:

- *Retain* the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the sporting activity itself and thus can be accepted in its present form.
- *Reduce* the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, organization, delivery, supervision, monitoring or education.
- *Transfer* the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
- *Avoid* the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

The above general strategies translate into a variety of risk control measures, which may include (but are not limited to):

- Policy development;
- Communication and education;
- Ensuring a core set of organizational values have been identified, defined and communicated throughout the sport;
- Instruction or special training;
- Application of mandatory qualifications or certifications;
- Use of robust and legally sound contracts (athlete and coach agreements, employment agreements, contractor agreements, partnership agreements, staff and volunteer job descriptions);
- Supervision and monitoring;
- Establishing and communicating procedures to handle concerns, complaints and disputes;
- Purchasing appropriate insurance coverage and reviewing regularly;
- Preparing emergency systems and procedures and protocols for crisis management; and
- Use of warnings, signage, participation agreements and waiver of liability agreements.

Insurance

Insurance is one of the principal risk management measures that CCS employs:

- *CCC Insurance Program* – CCC maintains an insurance policy on behalf of the directors, officers, staff, members, volunteers and sponsors of CCC, its member divisions and the member clubs of the divisions. The coverage in force is a Third Party Sport Liability Policy that includes Directors and Officers Errors and Omissions. Upon annual renewal of this policy, CCC consults with the insurance provider to determine if there are any emerging gaps, issues or concerns to be addressed through insurance renewal.
- *Management of Insurance* – merely identifying possible risks does not mean that an event or activity is automatically covered by CCC's insurance policy. Therefore a proactive and focused effort will be made to ensure that all events and activities are evaluated to determine their importance to the organization, their associated risks and whether these risks are insurable. Wherever possible, steps will be taken to ensure that there is insurance coverage for all essential activities that pose significant risks.
- *Staff Responsibility* – CCC's Director of Administration and Communication is responsible for all aspects of the administration of CCC's insurance program. This staff person will be responsible for all insurance-related communications between CCC and its insurers, and between CCC and its divisions and clubs.

Reporting and Communication

To ensure that risk management remains a high priority within CCS, and to promote an organizational culture that embraces a risk management perspective, the following reporting requirements are in effect:

- *Management Committee* – the CCS Risk Management Program and Insurance Program will be agenda items at all meetings of CCS's Management Committee, so that the Executive Director can provide updates on risk management as required.
- *Board of Directors* – With support of the Executive Director, the Director of Finance will report annually to the Board on the status of this policy, the Risk Management Program and the CCC Insurance Program. Furthermore, the Directors agree to use the CCS risk management approach outlined in this policy when making decisions on behalf of CCS.

CCS recognizes that communication is an essential part of risk management. This Policy, and our corresponding commitment to risk management, will be communicated frequently to our staff, committees and Clubs, and we will encourage members to communicate to CCS their risk management issues and concerns.

The CCC risk management matrix that follows has been developed to assist CCS as it strives to ensure it manages all risks related to programs/ operations, external, governance, strategic, finances, image, communications, and compliance. When

scanning for risks, CCS staff and volunteers may determine that the best risk treatment strategy is to develop a risk registry that captures the organization's commitment to managing each risk in a documented, methodical, logical, and proactive manner. These individual risk registries will serve as a corporate memory of the organization's actions and commitments to managing known risks according to CCC's risk management policy. CCS will adopt this tool in our risk management efforts.

From CCC Risk management:

- Operational/Program Risks
- Compliance Risks
- Communications Risk
- External Risks
- Governance Risks
- Financial Risks
- Strategic Risks

Appendix N – Vulnerable Sector Check

Procedure to apply for a Criminal Records Check, for service with the vulnerable sector

All coaches, assistant coaches, trainers and managers will agree to undergo a criminal record check utilizing the appropriate process. For Sask and Canada Games, mission staff are to be included in the checks.

The term “vulnerable persons” is persons who, because of their age, disability or other circumstances, whether temporary or permanent;

- a) are in a position of dependence on others; or
- b) are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.

It is the responsibility of CCS Clubs to ensure the Vulnerable Sector checks are carried out and updated as needed.

It will be the responsibility of the volunteer to submit the findings of their criminal records check. The procedure for submission is as follows:

1. Complete the Criminal Record Check (CRC) form.
2. Once you have fully completed the form please take the CRC form at your local police service **after May 1, 2012** If you live **in** Regina or Saskatoon please take the form to your municipal police service. If you live **outside** Regina, Saskatoon, Moose Jaw, PA, Weyburn or Estevan please take to your local RCMP detachment.
3. Submit the information obtained from your local police service to the appropriate Club representative.
4. If your CRC is not passed you will be notified in writing. The preliminary screening relies on birth date matches. This may trigger an initial declination that would require a follow-up finger print submission.

Your Criminal Record Check (CRC) will be processed at no charge.

The practice of conducting a criminal records check involves accessing the information made available through the Canadian Police Information Computer system about a person's conviction(s) for which a pardon has not been granted and outstanding criminal charges. The **CRC** also includes any relevant police incidents related to a five (5) year residency address history. Regardless of previous clearance or other security clearance, we ask all those who have signed up to volunteer to complete a *criminal records check for service with the vulnerable sector*.

Criminal record checks will not be accepted by way of email, or facsimile.

Background Information on Vulnerable Sector Checks and Sample Letter for Request

When it was Introduced?

- ☐ The National Criminal Background Check (CBC) policy has been around for a long time.
- ☐ The new policy was introduced in July 2010.
- ☐ This new process may take up to four months to receive a CBC back.

Why it was Introduced?

- ☐ The new RCMP screening measure is intended to search out pardoned sex offenders who change their names after release, seek positions of trust, to prey on young victims again.
- ☐ The CBC may now also search to see if “date of birth” & “gender” match (flagged) with any of the 14,000 pardoned sex offenders in the National data base.
- ☐ The stricter Criminal Background Checks will better ensure the safety of our children and youth participating in sports.

Who it will Affect

- ☐ It effects all organizations & employers who deal with the “Vulnerable Sector”
- ☐ Including volunteers working with;
 - ☐ Children & Youth
 - ☐ the Elderly
 - ☐ and People with Disabilities.

What is the Process

- ☐ All volunteers working within the “Vulnerable Sector” will fill out a “Consent For Disclosure of Criminal Record information” form at their local RCMP.
- ☐ At that time they will provide photo ID (drivers license). As well as, a letter from the organization identifying them as a volunteer.
- ☐ There is a fee (est. \$25.00) for the local RCMP/City Police. Which will be waived if a letter from the organization is provided stating this is a volunteer position.
- ☐ If the search “does not” come up ‘flagged’ (no match), it will be processed “the old way”.
- ☐ Under the old system, coaches and other volunteers are only “flagged” for deeper checks if their birth dates, name and gender matched someone in the RCMP’s criminal database. (without finger prints)
- ☐ Should take approximately 2 weeks.

What is the Process

- ☐ If the search “does” come up ‘flagged’
- ☐ Their “date of birth” & “gender” is matched (flagged) with someone on the RCMP database.
- ☐ The following process will occur;
 - ☐ They will be asked to come in for fingerprinting.
 - ☐ Their fingerprints will be sent to Ottawa for screening for sexual predatory offences.
 - ☐ There is a fee (est. \$25.00) for Ottawa to conduct the fingerprint search. (non-refundable)
 - ☐ This process could take 2 – 4 months.

What is the Process

- ☐ The RCMP do NOT endorse CBC done by “My Back Check” found at **www.MyBackCheck.com**
- ☐ This Criminal Background Check has the ability to search for “convicted” offenders (exclusively).
- ☐ This CBC will not identify a sex offender who has received a “pardon” for an offense involving the “Vulnerable Sector”.
- ☐ CCBC only accepts CBC done by the individuals’ LOCAL RCMP office.

Criminal Background Check ~ Conclusion

- ☐ Who?
- ☐ Everyone working with the “Vulnerable Sector”.
- ☐ What?
 - ☐ More involved CBC search to find pardoned sex offenders.
- ☐ When?
 - ☐ Effective as of July 2010.
- ☐ Why?
 - ☐ To help ensure the safety of our vulnerable.
- ☐ How?
 - ☐ Every six (6) months to two (2) years.

Sample Letter to RCMP/Local Police:

Cross Country Sask or Club Letterhead, as the circumstances dictate – (who the volunteer is working for)

Date

To Whom It May Concern;

We are a non-profit amateur sport organization that works with a number of children every year, helping to promote health and fitness in the outdoors for our young athletes through Cross Country Skiing.

_____ (enter the name of the individual) from _____ (enter individual’s home city) will be working as a volunteer/coach. In that capacity (he/she) may be working, at times, in an unsupervised setting with children.

To offer this volunteer position, we require a criminal background check “Vulnerable Sector” completed by the Royal Canadian Mounted Police of (his/her) hometown. Please mail the “consent for disclosure of criminal record information” to me at the above address, if your agency’s policy allows, or return it to the applicant who will then contact me.

If you have any questions, please feel free to contact me at (enter contact phone number of person writing the letter).

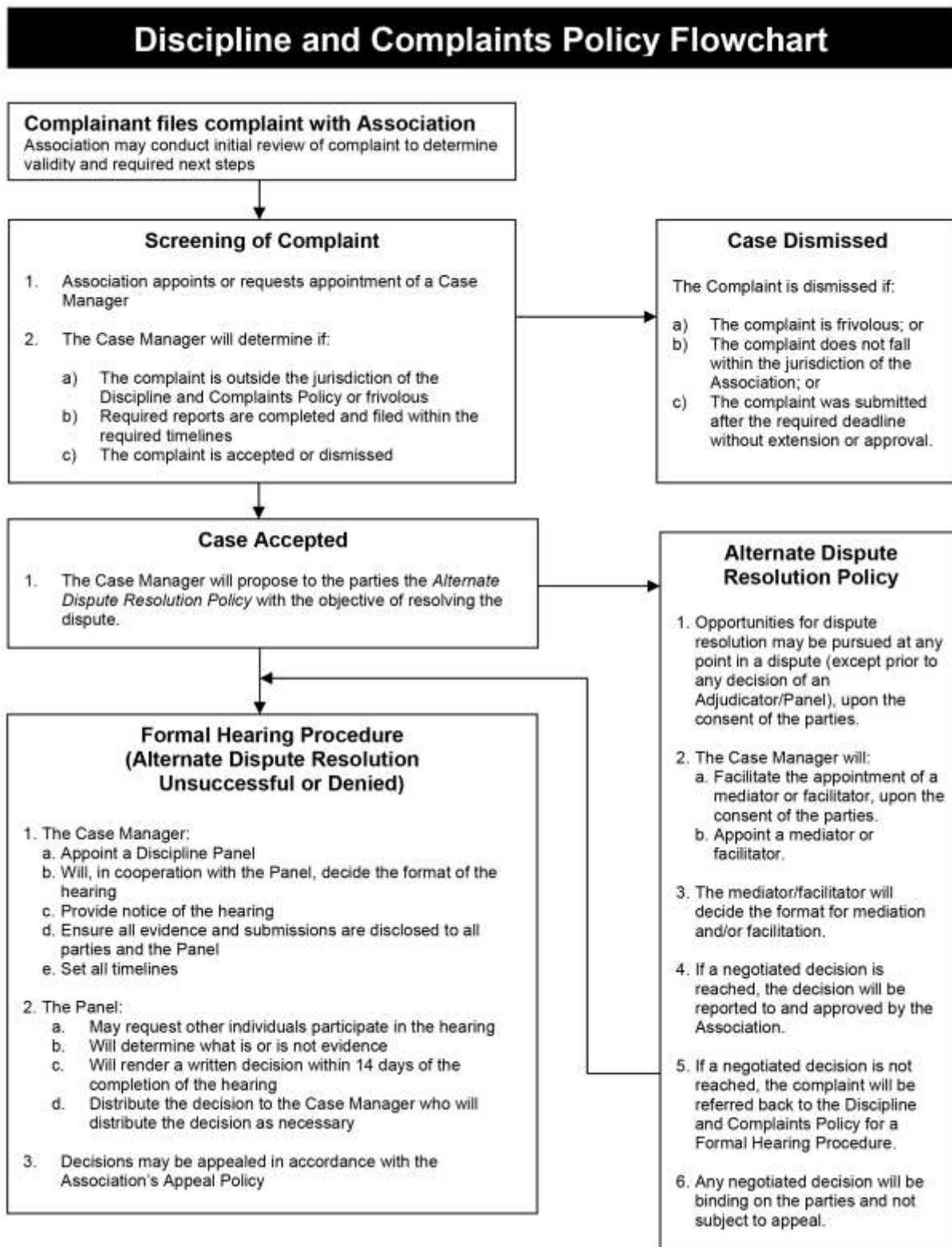
Sincerely,

Name

Organization

Address, phone, etc.

Appendix O - Discipline and Complaints Policy



Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Association*” – Cross Country Saskatchewan
 - b) “*Case Manager*” – An individual appointed by the Association, who need not be a member or affiliated with the Association, to administer this Discipline and Complaints Policy. The Case Manager will comply with the position description described in Appendix “A”.
 - c) “*Complainant*” – The Party alleging an infraction
 - d) “*Days*” – Days including weekend and holidays
 - e) “*Individuals*” – All categories of membership defined in the Association’s Bylaws, including clubs, teams, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - f) “*In writing*” – A letter, fax or email sent directly to the Association.
 - g) “*Respondent*” – The alleged infracting Party

Purpose

2. Individuals and participants are expected to fulfill certain responsibilities and obligations including, but not limited to, complying with Association’s policies, bylaws, rules and regulations, and *Codes of Conduct*. Non-compliance may result in sanctions pursuant to this Policy.

Application of this Policy

3. This Policy applies to all Individuals relating to matters that may arise during the course of Association’s business, activities, and events including, but not limited to, competitions, practices, tryouts, training camps, travel associated with Association activities, and any meetings.
4. This Policy also applies to Individuals’ conduct outside of the Association’s business, activities, and events when such conduct adversely affects relationships within the Association (its work and/or sport environment) or is detrimental to the image and reputation of the Association. The jurisdiction of this Policy will be determined by the Association at its sole discretion.
5. This Policy does not prevent discipline from being applied, during a competition or event. Further discipline may be applied according to this Policy. Any infractions or complaints occurring within competition will be dealt with by the procedures specific to the competition, if applicable. In such situations, disciplinary sanctions will be for the duration of the competition, training, activity or event only.
6. An employee of the Association found to have to be a Respondent will be subject to appropriate disciplinary action subject to the terms of the Association’s *Human Resources Policy*, as well as the employee’s Employment Agreement, as applicable. Violations may result in a warning, reprimand, restrictions, suspension or other disciplinary actions up to and including termination of employment.

Reporting a Complaint

7. Any Individual may report any complaint to the Association. A complaint must be In Writing and must be filed within 21 days of the alleged incident. Complaints should be submitted to:

The Executive Director
Cross Country Saskatchewan
1860 Lorne Street, Regina, SK, S4P 2L7
Phone: 306-780-9240; Fax: 306-780-9462
Email: ccs@sasktel.net

8. A Complainant wishing to file a complaint outside of the 21 days must provide a written statement giving reasons for an exemption to this limitation. The decision to accept or deny the complaint outside of the 21 days will be at the sole discretion of the Case Manager. This decision may not be appealed.
9. At the Association's discretion, the Association may act as the complainant and initiate the complaint process under the terms of this Policy. In such cases, the Association will identify an individual to represent the Association.
10. Resignation or lapsing of membership after a complaint is filed does not preclude disciplinary proceedings being pursued under this policy.
11. Upon receiving a complaint, the Association will review the complaint to determine validity and required next steps.

Case Manager

12. Upon the receipt and review of a complaint, the Association may appoint or request the appointment of an independent Case Manager to manage and administer complaints submitted in accordance with this Policy and such appointment is not appealable. Case Manager services will be accessible through Sask Sport from an external firm or pool of individuals with knowledge and expertise in dispute resolution.
13. The Case Manager has a responsibility to:
 - a) Determine whether the complaint is within the jurisdiction of this Policy or frivolous
 - b) Propose the use of the Association's Alternate Dispute Resolution Policy
 - c) Appoint the Discipline Panel, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding.

Procedures

14. If the Case Manager determines the complaint is:
 - a) Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately.
 - b) Not frivolous and within the jurisdiction of this Policy, the Case Manager will notify the Parties the complaint is accepted and the applicable next steps.
15. The Case Manager's decision to accept or dismiss the complaint may not be appealed.
16. The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.
17. After notifying the Parties that the complaint has been accepted, the Case Manager will first, propose the Association's Alternate *Dispute Resolution Policy* with the objective of resolving the dispute. If the dispute is not resolved or the parties refuse the Alternate Dispute Resolution Policy, the Case Manager will appoint a Discipline Panel, which shall consist of a single Adjudicator, to hear the complaint. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the complaint. In this event, the Case Manager will appoint one of the Panel's members to serve as the Chair.
18. The Case Manager, in cooperation with the Discipline Panel, will then decide the format under which the complaint will be heard. This decision may not be appealed. The format of the hearing, which may involve direct communications with the Parties, an oral in-person hearing, an oral hearing by telephone or other telecommunications, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Discipline Panel deem appropriate in the circumstances, provided that:
 - a) The Parties will be given appropriate notice of the day, time, and place of the hearing, in the case of an oral in-person hearing, an oral hearing by telephone or other telecommunications
 - b) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties,

through the Case Manager, in advance of the hearing and/or decision rendered

- c) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - d) The Discipline Panel may request that any other individual participate and give evidence at the hearing
 - e) The Discipline Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - f) The decision will be by a majority vote of the Discipline Panel
19. If the Respondent acknowledges the facts of the incident, the Respondent may waive the hearing, in which case the Discipline Panel will determine the appropriate disciplinary sanction. The Discipline Panel may still hold a hearing for the purpose of determining an appropriate sanction.
20. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
21. If a decision affects a 3rd party to the extent that the 3rd party would have recourse to a complaint or an appeal in their own right, that 3rd party will become a party and a part of the complaint procedure to the complaint in question and will be bound by the decision.
22. In fulfilling its duties, the Panel may obtain independent advice.

Decision

23. After hearing and/or reviewing the matter, the Discipline Panel will determine whether an infraction has occurred and, if so, the sanctions to be imposed. Within fourteen (14) days of the hearing's conclusion, the Discipline Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Association. In extraordinary circumstances, the Discipline Panel may first issue a verbal or summary decision soon after the hearing's conclusion, with the full written decision to be issued before the end of the fourteen (14) day period. The decision will be considered a matter of public record unless decided otherwise by the Discipline Panel.

Sanctions

24. The Panel may apply the following disciplinary sanctions, singularly or in combination:
- a) Verbal or written reprimand
 - b) Verbal or written apology
 - c) Service or other contribution to the Association
 - d) Removal of certain privileges
 - e) Suspension from certain teams, events, and/or activities
 - f) Suspension from all Association activities for a designated period of time
 - g) Withholding of prize money or awards
 - h) Payment of the cost of repairs for property damage
 - i) Suspension of funding from the Association or from other sources
 - j) Expulsion from the Association
 - k) Any other sanction considered appropriate for the offense
25. Unless the Discipline Panel decides otherwise, any disciplinary sanctions will begin immediately, notwithstanding an appeal. Failure to comply with a sanction as determined by the Discipline Panel will result in automatic suspension until such time as compliance occurs.
26. Infractions that result in discipline will be recorded and records will be maintained by the Association.

Suspension Pending a Hearing

27. The Association may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending completion of the criminal process, a hearing or a decision of the Panel.

Criminal Convictions

28. An Individual's conviction for a *Criminal Code* offense, as determined by the Association, will be deemed an infraction under this Policy and will result in expulsion from the Association. Criminal Code offences may include, but are not limited to:
- a) Any child pornography offences
 - b) Any sexual offences
 - c) Any offence of physical violence
 - d) Any offence of assault
 - e) Any offence involving trafficking of illegal drugs

Confidentiality

29. The discipline and complaints process is confidential and involves only the Parties, the Case Manager, the Discipline Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

Timelines

30. If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Discipline Panel may direct that these timelines be revised.

Records and Distribution of Decisions

31. Other individuals or organizations, including but not limited to, national sport organizations, provincial sport organizations, Sask Sport Inc., etc., may be advised of any decisions rendered in accordance with this Policy.

Appeals Procedure

32. The decision of the Panel may be appealed in accordance with the Association's *Appeal Policy*.

Appendix O – A - CASE MANAGER POSITION DESCRIPTION

Purpose

1. In some of its policies, the Association requires the appointment of a Case Manager. This Position Description outlines the role, identity, responsibilities and tasks of the Case Manager.

Policies

2. The following Policies require the appointment of a Case Manager:
- a) Discipline and Complaints
 - b) Appeal
 - c) Alternate Dispute Resolution Policy

Identity

3. The Case Manager, whether or not appointed by the Association at its sole discretion, should be experienced with the management of disputes in an unbiased manner. The individual should not be connected in any way to the issue being disputed (and/or the outcome of the dispute) but does not necessarily need to be an independent third-party not connected with the Association – though the guaranteed independence and neutrality of a third-party is preferred. The individual does not need to be a Member of the Association.
4. The Case Manager's identity does not need to be approved by any of the parties involved in the dispute, excluding the Association.

Discretion - Complaints

5. When a complaint is filed, the Case Manager is required to:

- a) Determine whether the complaint is frivolous and within the jurisdiction of the Discipline and Complaints Policy
- b) Propose the use of the Association's Alternate Dispute Resolution Policy
- c) Appoint the Panel, if necessary
- d) Coordinate all administrative aspects and set timelines
- e) Provide administrative assistance and logistical support to the Panel as required
- f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Discretion - Appeals

- 6. When an appeal is filed, the Case Manager is required to:
 - a) Propose the use of the Association's Alternate Dispute Resolution Policy
 - b) Determine if the appeal falls under the scope of the Appeal Policy
 - c) Determine if the appeal was submitted in a timely manner
 - d) Decide whether there are sufficient grounds for the appeal
 - e) Appoint the Panel, if necessary
 - f) Coordinate all administrative aspects and set timelines
 - g) Provide administrative assistance and logistical support to the Panel as required
 - h) Provide any other service or support that may be necessary to ensure a fair and timely proceeding
- 7. When determining if there are sufficient grounds for appeal, the Case Manager is not acting as the Panel and determining the merits of the appeal, but instead determining whether the Appellant has properly shown that an error, as described in the Appeal Policy, has been properly argued. The Case Manager will need to carefully consult the Association's policies and procedures, and analyze the process that contributed to the decision, to determine whether there are appropriate grounds.

Discretion – Alternate Dispute Resolution

- 8. When the parties agree to the jurisdiction of the Alternate Dispute Resolution Policy, the Case Manager may be required to:
 - a) Appoint the mediator or facilitator
 - b) Coordinate all administrative aspects and set timelines
 - c) Provide administrative assistance and logistical support to the mediator or facilitator as required

Hearing Format - Discretion

- 9. If necessary, the Case Manager is required to exercise their discretion to determine the format of the hearing. Hearings typically take the following forms, but are not limited to:
 - a) In person
 - b) Conference call
 - c) Written submissions
 - d) Conference call plus written submissions
- 10. In determining the format of the hearing the Case Manager should consider:
 - a) The distance between the parties
 - b) The animosity between the parties
 - c) The time commitment and location of the Panel
 - d) The timelines for a decision
 - e) The language barriers between the parties
 - f) The gravity of the complaint/appeal

Panel Appointment

11. The Case Manager is required to appoint a Panel of one person, or three in extraordinary circumstances, to decide the issue. The individual(s) should have the following characteristics:
 - a) Experience in dispute resolution
 - b) Experience with sport disputes
 - c) No connection to either party
 - d) Preferably no connection with the Parties
 - e) Decisive
12. The Case Manager should remind the Panel to adhere to the powers given to the Panel by the applicable policy. For example, if the policy does not permit the Panel to suspend the respondent indefinitely, then the Panel cannot sanction the respondent in this manner.

Communication

13. Especially when the hearing is to be held by written submissions, the Case Manager is required to communicate swiftly, clearly, and decisively with each party. The parties must adhere to the deadlines set by the Case Manager or by the applicable policy and the process must move forward even if a party misses a deadline.
14. When coordinating an oral hearing, the Case Manager should first consider the schedule of the Panel, then the schedule of the complainant, and then the schedule of the respondent in an attempt to find a suitable time for everyone.

Suggested Procedure

15. The Case Manager may implement the following procedure to facilitate the Discipline and Complaints Policy or the Appeal Policy:
 - a) Receive the written complaint or appeal
 - b) Communicate with the Complainant/Appellant that you have been appointed the Case Manager and that their complaint/appeal will be disclosed to the Respondent and Panel. Also determine if there is additional evidence or written submissions to follow, if so, provide a deadline for receipt. (After this step, the **Complainant/Appellant** may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel)
 - c) Determine whether the complaint is within the jurisdiction of the applicable Policy.
 - d) Notify the Respondent that you are the Case Manager and are in receipt of a complaint/appeal. Communicate to the Respondent that any submissions will be provided to the Complainant/Appellant and Panel. Provide the Respondent with a reasonable timeframe to submit their response document and any applicable evidence. (After this step, the Respondent may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel).
 - e) The Case Manager may wish to provide the Complainant/Appellant to submit a rebuttal, but the rebuttal must be limited to issues raised by the Respondent and is not an opportunity to provide new evidence. The Panel may exclude such new evidence.
 - f) Appoint the Panel
 - g) Conduct a hearing either via written documentation, teleconference, in – person, or a combination of these techniques.
 - h) Ensure the Panel renders a written decision within a prescribed timeline.

Appendix P – Alternate Dispute Resolution Policy

Definitions

1. The following terms have these meanings in this Policy:
 - i) “*Association*” – Cross Country Saskatchewan

- j) *“In writing”*- A letter, fax or email sent directly to the Association.

Purpose

2. The Association supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes.
3. The Association encourages all individuals and parties to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The Association believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques.

Application of this Policy

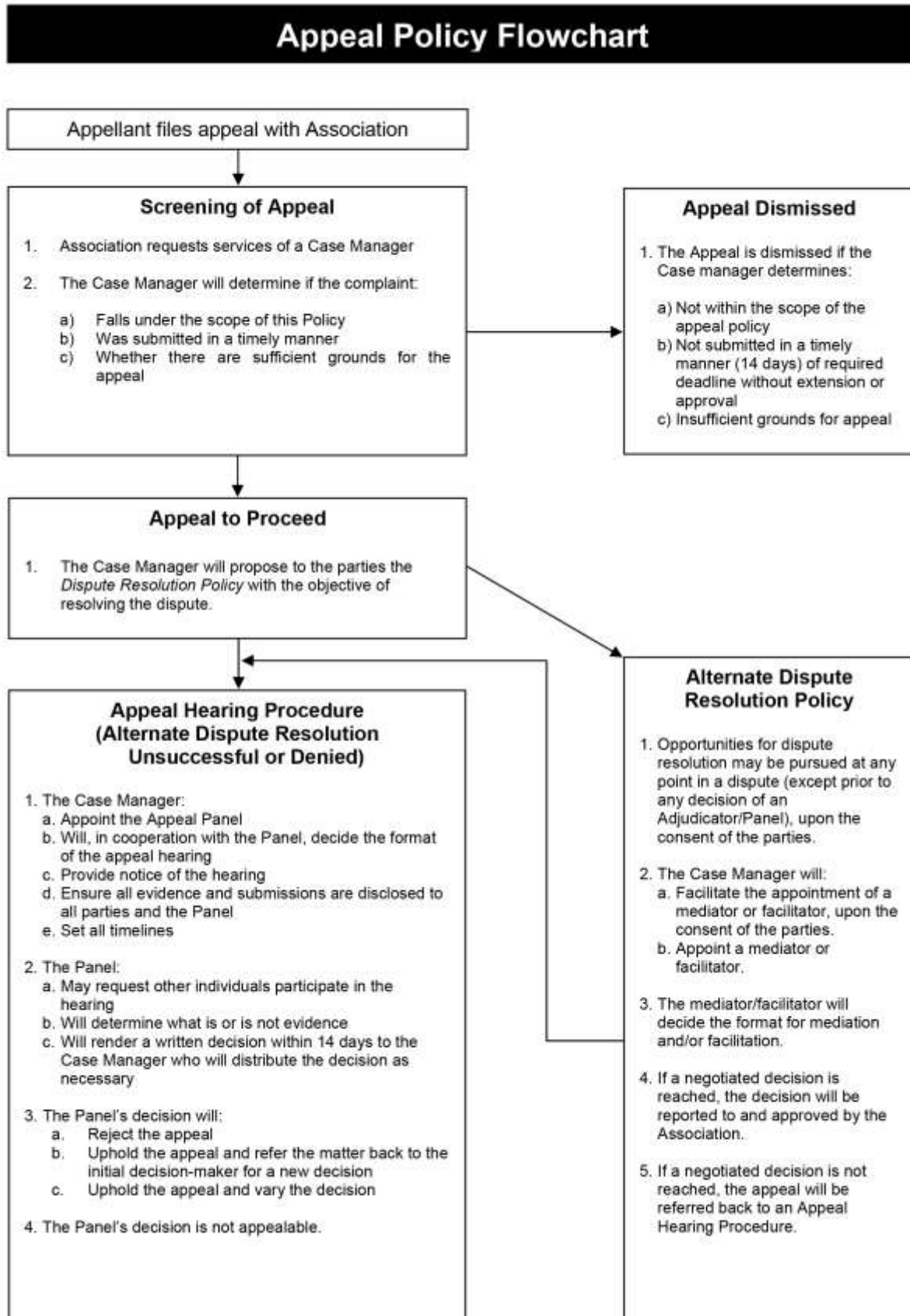
4. This Policy applies to all disputes within the Association when all parties to the dispute agree that such a course of action would be mutually beneficial.

Facilitation and Mediation

5. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator shall be appointed by the Association and/or the Case Manager to mediate or facilitate the dispute.
6. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated.
7. The final decision will be communicated by the mediator or facilitator to the parties and the Association.
8. Should a negotiated decision be reached, the decision shall be reported to, and approved by the Association.
9. Should a negotiated decision not be reached by the deadline specified by the mediator or facilitator, or if the parties to the dispute do not agree to Alternate Dispute Resolution, the dispute shall be considered under the appropriate section of Association’s *Discipline and Complaints Policy* or *Appeal Policy*.
10. The costs of mediation and facilitation will be shared equally by the parties or paid by the Association upon the Association’s sole discretion.

Final and Binding

11. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.
12. No action or legal proceeding will be commenced against Association or its Individuals in respect of a dispute, unless the Association has refused or failed to provide or abide by its governing documents.



Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Appellant*” – The Party appealing a decision
 - b) “*Appeals Panel*” – A single person, or in extraordinary circumstances and at the discretion of the Case Manager, three persons, who will hear and decide the appeal.
 - c) “*Association*” – Cross Country Saskatchewan
 - d) “*Case Manager*” – An individual appointed by the Association, who need not be a member or affiliated with the Association, to administer this Appeal Policy. The Case Manager will comply with the position description described in Appendix “A”.
 - e) “*Days*” – Days including weekend and holidays
 - f) “*In writing*” – A letter, fax or email sent directly to the Association.
 - g) “*Individuals*” – All categories of membership defined in the Association’s Bylaws, including clubs, teams as well as, all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - h) “*Respondent*” – The body whose decision is being appealed

Purpose

2. The Association provides Individuals with this *Appeal Policy* to appeal certain decisions made by the Association.

Scope and Application of this Policy

3. Any Individual who is directly affected by an Association decision will have the right to appeal that decision; provided the appeal falls within the jurisdiction of this Policy and there are sufficient grounds for the appeal under the ‘Grounds for Appeal’ section of this Policy.
4. This Policy **will not apply** to decisions relating to:
 - a) Employment
 - b) Infractions for doping offenses
 - c) The rules of the sport
 - d) Budgeting and budget implementation
 - e) Operational structure and committee appointments
 - f) Volunteer appointments and the withdrawal of termination of those appointments
 - g) Decisions rendered by entities other than Association (appeals of these decisions shall be dealt with pursuant to the policies of those other entities unless requested and accepted by Association at its sole discretion)
 - h) Commercial matters
 - i) Decisions made under this Policy

Timing and Conditions of Appeal

5. Individuals who wish to appeal a decision have fourteen (14) days from the date on which they received notice of the decision to submit, in writing to the Association, the following:
 - a) Notice of the intention to appeal
 - b) Contact information and status of the Appellant
 - c) Name of the Respondent and any affected parties, when known to the Appellant
 - d) Date the Appellant was advised of the decision being appealed
 - e) A copy of the decision being appealed, or description of decision if written document is not available
 - f) Grounds for the appeal
 - g) Detailed reasons for the appeal
 - h) All evidence that supports the appeal

- i) Requested remedy or remedies
 - j) An appeal fee of five hundred dollars (\$500) which will be refunded if the appeal is successful, or forfeited if the appeal is denied. The fee may be cash or certified cheque.
6. An Individual who wishes to initiate an appeal beyond the fourteen (14) day period must provide a written request stating the reasons for an exemption. The decision to allow, or not allow, an appeal outside of the fourteen (14) day period will be at the sole discretion of the Case Manager and may not be appealed.
7. Appeals should be submitted to:

The Executive Director
Cross Country Saskatchewan
1860 Lorne Street, Regina, SK, S4P 2L7
Phone: 306-780-9240; Fax: 306-780-9462
Email: ccs@sasktel.net

Case Manager

8. Upon the receipt of an appeal, the Association will appoint an independent Case Manager to manage and administer appeals submitted in accordance with this Policy and such appointment is not appealable. Case Manager services will be accessible through Sask Sport from an external firm or pool of individuals with knowledge and expertise in dispute resolution.

Grounds for Appeal

9. An appeal may only be heard if there are sufficient grounds for appeal, as determined by the Case Manager. Sufficient grounds only include the Respondent:
- a) Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents)
 - b) Failed to follow its own procedures (as set out in the Respondent's governing documents)
 - c) Made a decision that was influenced by bias (where bias is defined as a lack of neutrality to such an extent that the decision-maker appears not to have considered other views)
 - d) Made a decision that was grossly unreasonable
10. The Appellant must demonstrate, on a balance of probabilities, that the Respondent has made a procedural error as described in the 'Grounds for Appeal' section of this Policy.

Alternate Dispute Resolution

11. Upon receiving the notice of the appeal, the fee, and all other information (outlined in the 'Timing of Appeal' section of this Policy), the Case Manager may suggest, and the Parties may consent, the appeal to be heard under the Association's *Alternate Dispute Resolution Policy*.
12. Appeals resolved by mediation under the Association's *Alternate Dispute Resolution Policy* will cause the administration fee to be refunded to the Appellant.

Screening of Appeal

13. Should the appeal not be resolved by using the *Alternate Dispute Resolution Policy*, the Case Manager will have the following responsibilities:
- a) Determine if the appeal falls under the scope of this Policy
 - b) Determine if the appeal was submitted in a timely manner
 - c) Decide whether there are sufficient grounds for the appeal
14. If the appeal is denied on the basis of insufficient ground, because it was not submitted in a timely manner, or because it did not fall under the scope of this Policy, the Appellant and the Association will be notified, in writing, by the Case Manager of the reasons for this decision. This decision may not be appealed.

15. If the Case Manager is satisfied there are sufficient grounds for an appeal, the Case Manager will appoint an Appeals Panel (the “Panel”) which shall consist of a single Adjudicator, to hear the appeal. In extraordinary circumstances, and at the discretion of the Case Manager, a Panel of three persons may be appointed to hear the appeal. In this event, the Case Manager will appoint one of the Panel’s members to serve as the Chair.
16. The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.

Procedure for Appeal Hearing

17. The Case Manager, in cooperation with the Panel, shall then decide the format under which the appeal will be heard. This decision may not be appealed.
18. The format of the hearing may involve an oral in-person hearing, an oral hearing by telephone/telecommunications or other electronic means, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of these methods. The hearing will be governed by the procedures that the Case Manager and the Panel deem appropriate in the circumstances, provided that:
 - a) The hearing will be held within a timeline determined by the Case Manager or the Panel
 - b) The Parties will be given reasonable notice of the day, time and place of the hearing, in the case of an oral in-person hearing, an oral hearing by telephone or other telecommunications
 - c) Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing
 - d) The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
 - e) The Panel may request that any other individual participate and give evidence at the hearing
 - f) The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the appeal, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate
 - g) If a decision in the appeal may affect another party to the extent that the other party would have recourse to an appeal in their own right under this Policy, that party will become a party to the appeal in question and will be bound by its outcome
 - h) The decision to uphold or reject the appeal will be by a majority vote of the Panel
19. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
20. In fulfilling its duties, the Panel may obtain independent advice.

Appeal Decision

21. The Panel shall issue its decision, in writing and with reasons, after the hearing’s conclusion. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide to:
 - a) Reject the appeal and confirm the decision being appealed
 - b) Uphold the appeal and refer the matter back to the initial decision-maker for a new decision
 - c) Uphold the appeal and vary the decision
22. The Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and the Association within 14 days of the hearing’s conclusion. In extraordinary circumstances, the Panel may first issue a verbal or summary decision soon after the hearing’s conclusion, with the full written decision to be issued thereafter. The decision will be considered a matter of public record unless decided otherwise by the Panel.

Confidentiality

23. The appeals process is confidential and involves only the Parties, the Case Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information to any person not involved in the proceedings.

Final and Binding

24. The decision of the Panel will be binding on the Parties and on all the Association's Individuals.
25. No action or legal proceeding will be commenced against the Association or Individuals in respect of a dispute, unless the Association has refused or failed to provide or abide by the appeal process as set out in this Policy.

Appendix – Q – A -CASE MANAGER POSITION DESCRIPTION

Purpose

1. In some of its policies, the Association requires the appointment of a Case Manager. This Position Description outlines the role, identity, responsibilities and tasks of the Case Manager.

Policies

1. The following Policies require the appointment of a Case Manager:
 - a) Discipline and Complaints
 - b) Appeal
 - c) Alternate Dispute Resolution Policy

Identity

2. The Case Manager, whether or not appointed by the Association at their sole discretion, should be experienced with the management of disputes in an unbiased manner. The individual should not be connected in any way to the issue being disputed (and/or the outcome of the dispute) but does not necessarily need to be an independent third-party not connected with the Association – though the guaranteed independence and neutrality of a third-party is preferred. The individual does not need to be a Member of the Association.
3. The Case Manager's identity does not need to be approved by any of the parties involved in the dispute, excluding the Association.

Discretion - Complaints

4. When a complaint is filed, the Case Manager is required to:
 - a) Determine whether the complaint is frivolous and within the jurisdiction of the Discipline and Complaints Policy
 - b) Propose the use of the Association's Alternate Dispute Resolution Policy
 - c) Appoint the Panel, if necessary
 - d) Coordinate all administrative aspects and set timelines
 - e) Provide administrative assistance and logistical support to the Panel as required
 - f) Provide any other service or support that may be necessary to ensure a fair and timely proceeding

Discretion - Appeals

5. When an appeal is filed, the Case Manager is required to:
 - a) Propose the use of the Association's Alternate Dispute Resolution Policy
 - b) Determine if the appeal falls under the scope of the Appeal Policy
 - c) Determine if the appeal was submitted in a timely manner
 - d) Decide whether there are sufficient grounds for the appeal

- g) Appoint the Panel, if necessary
 - h) Coordinate all administrative aspects and set timelines
 - i) Provide administrative assistance and logistical support to the Panel as required
 - j) Provide any other service or support that may be necessary to ensure a fair and timely proceeding
6. When determining if there are sufficient grounds for appeal, the Case Manager is not acting as the Panel and determining the merits of the appeal, but instead determining whether the Appellant has properly shown that an error, as described in the Appeal Policy, has been properly argued. The Case Manager will need to carefully consult the Association's policies and procedures, and analyze the process that contributed to the decision, to determine whether there are appropriate grounds.

Discretion – Alternate Dispute Resolution

7. When the parties agree to the jurisdiction of the Alternate Dispute Resolution Policy, the Case Manager maybe required to:
- a) Appoint the mediator or facilitator
 - b) Coordinate all administrative aspects and set timelines
 - c) Provide administrative assistance and logistical support to the mediator or facilitator as required

Hearing Format - Discretion

8. If necessary, the Case Manager is required to exercise their discretion to determine the format of the hearing. Hearings typically take the following forms:
- a) In person
 - b) Conference call
 - c) Written submissions
 - d) Conference call + written submissions
9. In determining the format of the hearing the Case Manager should consider:
- a) The distance between the parties
 - b) The animosity between the parties
 - c) The time commitment and location of the Panel
 - d) The timelines for a decision
 - e) The language barriers between the parties
 - f) The gravity of the complaint/appeal

Panel Appointment

10. The Case Manager is required to appoint a Panel of one person, or three in extraordinary circumstances, to decide the issue. The individual(s) should have the following characteristics:
- a) Experience in dispute resolution
 - b) Experience with sport disputes
 - c) No connection to either party
 - d) Preferably no connection with the Parties
 - e) Decisive
11. The Case Manager should remind the Panel to adhere to the powers given to the Panel by the applicable policy. For example, if the policy does not permit the Panel to suspend the respondent indefinitely, then the Panel cannot sanction the respondent in this manner.

Communication

12. Especially when the hearing is to be held by written submissions, the Case Manager is required to communicate swiftly, clearly, and decisively with each party. The parties must adhere to the deadlines set by the Case Manager or by the applicable policy and the process must move forward even if a party misses a deadline.
13. When coordinating an oral hearing, the Case Manager should first consider the schedule of the Panel, then the schedule of the complainant, and then the schedule of the respondent in an attempt to find a suitable time for everyone.

Suggested Procedure

14. The Case Manager may implement the following procedure to facilitate the Discipline and Complaints Policy or the Appeal Policy:
 - a) Receive the written complaint or appeal
 - b) Communicate with the Complainant/Appellant that you have been appointed the Case Manager and that their complaint/appeal will be disclosed to the Respondent and Panel. Also determine if there is additional evidence or written submissions to follow, if so, provide a deadline for receipt. (After this step, the Complainant/Appellant may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel)
 - c) Determine whether the complaint is within the jurisdiction of the applicable Policy.
 - d) Notify the Respondent that you are the Case Manager and are in receipt of a complaint/appeal. Communicate to the Respondent that any submissions will be provided to the Complainant/Appellant and Panel. Provide the Respondent with a reasonable timeframe to submit their response document and any applicable evidence. (After this step, the Respondent may not have another opportunity to make additional submissions or provide evidence, unless determined otherwise by the Panel).
 - e) The Case Manager may wish to provide the Complainant/Appellant to submit a rebuttal, but the rebuttal must be limited to issues raised by the Respondent and is not an opportunity to provide new evidence. The Panel may exclude such new evidence.
 - f) Appoint the Panel
 - g) Conduct a hearing either via written documentation, teleconference, in – person, or a combination of these techniques.
 - h) Ensure the Panel renders a written decision within a prescribed timeline.

Appendix – R Complaints and Appeals Supplement

Sask Sport Inc., in conjunction with the Sport Law & Strategy Group, have developed a comprehensive set of guiding policy templates and supporting resources to assist member organizations with managing complaints and disputes when they may arise. As one of these resources, this *Complaints and Appeals Supplement* is intended to provide relevant information to Sask Sport members that may or will be entering into a formal dispute process. Information in this supplement is intended to compliment the processes recommended through the “Discipline and Complaints Policy” and “Appeals Policy” templates and associated flowcharts provided.

Within this supplement, organizations will find information about managing disputes and other useful techniques for conducting internal hearings. In a perfect world, all disputes could be dealt with internally using the policies of the organization and the skills and resources of the organization’s volunteers and staff. However, there are many dispute situations that are best approached using outside resources. This may mean contracting out the administration of the hearing to an independent group, bringing in an independent person to chair a hearing panel, consulting with an outside person who can analyze and clarify a dispute, or using the services of an independent, skilled investigator. The moderate cost involved in tapping into the expertise of independent outsiders will prove to be, in almost all cases, an excellent investment.

What Governs the PSGB or District (Active and Affiliate Member Organizations of Sask Sport)

The PSGB or District is a Non-Profit *Membership Organization* – it is an autonomous, self-governing, private organization that has the power to write rules, make decisions and take actions that affect its members, registrants, participants and constituents. The *Non-Profit Corporations Act* of Saskatchewan applies to incorporated entities and a body of law called *administrative law* prescribes the rules by which Non-Profit Membership Organizations must operate in Canadian society and allows for remedies when these rules are not followed and someone is harmed as a result.

To understand a PSGB's and District's legal duties and obligations one must understand two important principles that apply to Non Profit *Membership Organization* – the first is the notion of *contract* and the second is the notion of *natural justice*, now almost synonymous in Canada with *procedural fairness*.

Contract

As a Non Profit *Membership Organization*, the PSGB or District is self-governing and derives its authority from its constitution, bylaws, policies, procedures and rules. Taken together, these are the “governing documents” of the organization and form a contract between the organization and its members. This contract provides the organization with the legal authority to establish the rights, privileges and obligations of membership. As in any contract, the parties to the contract are expected to adhere to its terms and provisions and failure to do so may result in a breach of the contract.

Procedural fairness

The second fundamental legal principle is that Non Profit *Membership Organizations* are subject to the rules of procedural fairness. In other words, the PSGB or District must be fair in how it exercises its powers and makes decisions. Being fair in organizational decision-making means meeting, at a minimum, these four requirements:

1. The PSGB or District must have clearly documented Dispute and Complaints procedures (ie. processes and policies) that are accessible and readily available for the organization's members to review;
2. Authority to make the decision must be properly vested in the decision-maker (ie. Discipline Panel or Appeals Panel) by the PSGB or District organization;
3. The decision-maker (ie. Panel) has a duty to give persons affected by the decision a reasonable opportunity to know the case against them and present their case (commonly referred to as *right to a hearing*); and
4. The decision-maker (ie. Panel) has a duty to listen fairly to both sides and to reach a decision untainted by bias (commonly referred to as *rule against bias*).

Right to a hearing

Before the PSGB or District can make a decision that adversely affects an individual, that individual has a right to know the case against them and to be given a reasonable opportunity to respond on their own behalf. There are two obvious purposes for this rule. Firstly, the person affected by the decision has an opportunity to defend their interests or to assert a claim. Secondly, the act of allowing the individual to provide information will allow the decision-maker to make a better-informed decision because he or she will have heard both sides of the dispute.

Managing the hearing

Preparing for and administering a hearing can be extremely time-consuming as well as emotionally draining. In nearly all cases heard within the PSGB/District, the Panel Member(s) will be volunteers and will not have the resources or time to

take care of administrative details of the hearing themselves. As such, the PSGB or District should appoint or secure the services of a Case Manager** to ensure that communication with the parties is consistent and timely, that hearing rooms are booked, conference calls are organized, documents are circulated and the instructions of the Panel are carried out quickly and accurately.

It is imperative that the Case Manager be very careful to act in an absolutely neutral and transparent fashion. Communication with the Panel should be limited to administrative issues relating to the hearing and any and all communication should be copied to, or include the other parties. The person administering the hearing, usually the Case Manager, may well be perceived as being biased and must walk a very fine line to convey the perception that he or she is neutral and detached.

****Case Managers** may be sourced from third-party organizations that specialize in Dispute Management, or individuals with experience and knowledge of Dispute Resolution procedures and may come from within the organization.

Alternative Dispute Resolution

More frequently, techniques of alternative dispute resolution are being used in the sport setting when disputes and complaints arise. These are some common dispute resolution techniques:

Facilitation – a process where an outside person works with and advises both parties and brokers a mutually agreeable solution between them; and

Mediation – a slightly more formal process than facilitation where an outside person brings the parties in a dispute together to understand and resolve their differences and find a mutually agreeable solution;

At any time in the dispute management process, either of these options for ‘Alternate Dispute Resolution’ might present themselves as being appropriate. The appointed Case Manager should offer this alternate process to the parties involved AND if all parties agree, the Case Manager can step steps to engage a Facilitator or Mediator to lead the process.

Format of the hearing

Most of us think that the term *hearing* refers to a face-to-face gathering of the parties before a Panel. In fact, the term hearing simply refers to a mechanism by which an individual may be heard: that is, may respond to the matter at hand.

A hearing in the legal sense can occur in many different ways. These include interactions in person, on the telephone, by video conference, or through the exchange of written documents or interactions through a combination of these methods. The appropriate format for any hearing will depend on the nature and seriousness of the case in conjunction with the PSGB Discipline and Complaints Policy.

The Panel

As noted in the PSGB Discipline and Complaints Policy, there are two manners to decide an issue, via single Panel or in rare cases a Panel of three individuals with an appointed chairperson.

The Role of Chairperson

A Panel of a hearing will only be effective if the Panel, in the case of a single decision-maker, or the Chairperson, in the case of a three-person Panel, is effective. A good Panel has the respect of the parties and can control procedures with a firm but fair hand. Ideally, the Panel knows legal procedures and will be adept at handling complex or aggressive arguments. In terms of personal attributes, the Panel should be perceived as being credible, unbiased, independent and fair.

Independence of the Panel

The independence of the Panel refers to the extent to which each decision-maker is free to make his or her own decision – free from the influence of other decision-makers, from outside third parties or from the influence of those who may have

appointed them to the Panel. Panel members should be sufficiently independent of those who appoint them that they are free to make decisions without interference or repercussions.

Bias of the Panel

Bias refers to a decision-maker's state of mind and reflects a lack of neutrality. Actual bias is extremely difficult to prove - however, one may have a "reasonable apprehension" that a decision-maker is biased and this may be sufficient to disqualify the decision-maker. A reasonable apprehension of bias exists where "a reasonable person, knowing the facts concerning the decision-maker, would suspect that the decision-maker may be influenced, albeit unintentionally, by improper considerations to favor one side in the matter he or she is to decide".

Sometimes bias is alleged because the Panel member is too informed or knows too much. An informed decision-maker is always a good addition, provided the decision-maker has an open mind and is open to persuasion through the hearing process, which may not always involve an in-person hearing, but rather teleconference call or document review.

Relationships and elements that may result in bias or a reasonable apprehension of bias can be grouped into six broad categories:

Personal relational bias

This includes personal relationships that might suggest favoritism such as friendship, kinship or a coach-athlete relationship. It also includes personal relationships that might invoke animosity or prejudice such as personality conflicts, a history of strained relations or involvement in a previous dispute.

Non-personal relational bias

This category of bias relates to a commercial or business relationship between a decision-maker and a party that might result in bias either in favor of or against a party. This might include an employee-employer relationship, competitors, or even one party's membership in a particular organization or interest group.

Informational bias

This category involves situations in which the allegation of bias is made because a decision-maker learns details about a person or a relevant issue as a result of some prior involvement, perhaps through a previous dispute or hearing. This typically arises where a decision-maker has participated in an earlier hearing that involved the same person or same issues.

Attitudinal bias

This category of bias relates to whether a view or a position taken by a decision-maker in the past, although not specifically directed to the matter under consideration, suggests a predisposition on the part of the decision-maker towards one side or the other. This is a tricky issue. Having an open mind does not mean having a blank or void mind! Decision-making bodies may, and often do, take positions and make general statements about issues, but they cannot be so entrenched in a position so as to have a "closed mind".

Institutional bias

This category of bias refers to the manner in which the organizational structure of an organization creates or builds in a bias or apprehension of bias. A classic case of such bias arises where a Board of Directors is authorized to make a certain decision and any appeal of such a decision is to be heard by the Executive Committee.

In most sport organizations, the Executive is a sub-group of the Board and thus is in the position of hearing an appeal from its own decision.

Operational bias

This category of bias arises from the manner in which a hearing is conducted. More specifically, operational bias may be alleged where the procedure adopted by the decision-maker has created a situation of unfairness for one of the parties. Operational bias may also be alleged where the decision-maker becomes so involved that he or she appears to be an advocate for one side or another. Similarly, operational bias may be alleged where a decision-maker is overly adversarial during the conduct of the hearing.

Disqualifying a Panel member for bias is more complicated than simply asserting that bias exists. The test for bias is an objective test and the party alleging bias must meet this test. While a previous or existing association, friendship, business relationship or family relationship might be perceived as biasing a decision-maker, it is important to note that it is not the relationship itself that creates the bias, or the apprehension of bias, but rather the extent to which the relationship influences or is perceived to influence the decision-maker.

What to do when bias is alleged

If one of the parties makes an allegation of bias, it is the Panel itself that makes a ruling on the allegation, based on the objective test described above. If the Panel finds no bias, the hearing may continue. If the Panel determines bias, then that person should withdraw.

In the event that a Panel member removes themselves because of bias, the Case Manager will appoint a new Panel member to hear the matter. In the case of a three person Panel, the parties can consent to continue the process with two decision-makers or request that the Case Manager appoint a third member of the Panel.

Allegations of bias should be addressed right at the beginning of a hearing. It is common practice for the Panel to pose the question of bias as a preliminary matter by ensuring that the parties have no objections about the constitution of the Panel. The only time a Panel should consider an allegation of bias later on in the hearing is if new information has come to light during the course of the hearing that might suggest a perception of bias.

Sometimes a party will allege bias after the hearing is over, particularly when the Panel decides against them. The Panel should not consider such claims: if there is a legitimate issue of bias, then it can be addressed through the next level of review and decision-making or through appeal or judicial review. Likewise, if a party alleges bias and the Panel rules that bias does not exist yet the party maintains its position that there is bias, the hearing should proceed and the party should challenge the Panel's ruling through the appropriate channel – typically an appeal or judicial review.

Guidelines for avoiding bias

Here are some useful guidelines for Panel members wishing to avoid bias:

Panel members should not prejudge a case. In other words, they should not have made up their minds so strongly in advance that they cannot be swayed or influenced to decide another way as a result of information that comes forward at a hearing. This does not mean Panel members should not hold opinions going into a hearing. However, all Panel members are expected to listen to and consider all the evidence presented at the hearing and to base their decision upon that evidence – and only that evidence.

Panel members should never meet with or communicate with one party in the absence of the other party, nor should a Panel ever hold private interviews with witnesses. This will always raise a reasonable apprehension of bias and is absolute grounds for a successful appeal of the Panel's decision.

Once a hearing has concluded but the decision has not yet been rendered, Panel members should not have any contact with the parties, particular when one of the parties is trying to provide the Panel members with more information. Considering such information will automatically make the Panel members biased. If there is a clear

need to bring more evidence before the Panel, the hearing should be reconvened and the party seeking to introduce new evidence should make this request of the Panel, in the presence of the other party.

A Panel should never ask one of the parties to write its decision. This frequently happens when the hearing is an internal administrative hearing and the organization is a respondent. The Panel members, who are typically volunteers, may ask the staff of the organization to write their decision. This raises a reasonable apprehension of bias and should be avoided. In all cases, the Panel write its own decision, and in the case of a three person Panel, to delegate to one of its members, the task of preparing a draft decision for review and ultimate acceptance by all Panel Members.

Panel members must conduct themselves calmly and professionally in a hearing. Sometimes a decision-maker may make a blatant statement that suggests bias or prejudice. Panel members must avoid flippant, derogatory or demeaning remarks about the parties or witnesses. They must not appear to be hostile, antagonistic, sexist or discriminatory.

Finally, while it might seem obvious, Panel members should not socialize with either party during the course of a hearing. The other party might reasonably assume that information relevant to the matter in dispute will be discussed while socializing.

Identifying the issues

Know where you are going

A Panel member cannot do its job if it doesn't know the purpose of the hearing. A critical task for every Panel before it starts a hearing is to agree on what needs to be decided and to confirm that the Panel has the jurisdiction and authority to make such decisions.

The Panel must have a clear sense of direction and purpose when approaching a hearing. In fact, all the parties should share the same sense of purpose and direction. This can only be achieved if everyone knows and agrees upon what the issue or issues are. The importance of this task should never be under-estimated and if issues aren't clear at the outset, the hearing process simply will not work.

Clearly identifying the issues that are to be put before a Panel will help the Panel determine what information is relevant to the hearing and what information is not. The Panel must not consider irrelevant information. In practice, distinguishing between relevant and irrelevant information can be difficult. The Panel must walk a very fine line between focusing on information that is relevant to the issues to be decided and allowing the individual who is the subject of the hearing to make a full and complete case and, just as significantly, to *feel* that they have had every opportunity to make their case.

Identifying the issues that are in dispute in advance of the hearing will help to focus the agenda for the hearing. As well, in the process of identifying issues, certain procedural issues may emerge that need to be dealt with as preliminary matters before the hearing can even begin.

Some benefits of clearly articulated issues

The exercise of clarifying issues will help the Panel decide the best format for the hearing. For example, if the issues are purely factual or technical, a documentary hearing may be appropriate. If there is a dispute about factual events and credibility becomes a factor, then an in-person hearing may be the best.

In the course of identifying and confirming issues, it may become apparent that other dispute management techniques could work. For example, negotiation or mediation may present themselves as appropriate alternatives and the dispute may never have to go to a hearing.

Defining issues will help the Panel and the parties identify relevant witnesses and documents to be placed before the Panel. Often, by making the issues clear the Panel will be able to limit the number of witnesses or documents to those pertinent to these issues, thus keeping the hearing simpler, shorter and less costly.

Lastly, knowing the issues will help the Panel determine appropriate timelines for carrying out the hearing and rendering a decision.

Starting the hearing

When an oral hearing is ready to start there are a few items the Panel should first cover:

- Introduce the general nature of the hearing;
- Introduce the Panel or the members of the Panel and confirm that the parties have no objection on the basis of bias or conflict of interest;
- Outline and confirm the issues in dispute and to be decided by the Panel;
- Outline and confirm the facts on which the parties are in agreement;
- Identify the applicable policies of the organization that govern the issue or issues before the Panel and ensure that the parties have these policy documents before them;
- Confirm the remedies that the parties are seeking – in other words, clarifying what it is that each party is asking the Panel to decide; and
- Outline and confirm the order of presentation and the process to be used (see further information below).

Controlling the hearing

Keep the Hearing Moving

The Panel must keep control of the hearing at all times. A good hearing is one that moves along smoothly while still allowing the parties to present their evidence fully. This requires technical skills from Panel members as well as sensitivity to the disputants' needs.

Where a Panel does not control a hearing and the parties are permitted to bring forward information that is not relevant or is repetitive, the hearing can become irritating, divisive and ultimately expensive and the Panel can lose credibility in the eyes of the parties and others.

At the same time however, the parties must feel at the end of the day that they have had a full and fair hearing before the decision-making body. This requires a careful balancing act and is one reason that the organization may consider using the services of a skilled, experienced and independent individual to serve as the Panel or Chairperson in the case of a three person Panel.

In almost all hearings a Panel will be asked to make procedural decisions. Many of these cannot be anticipated in advance and some of these decisions will be critical to the outcome of the decision. The Panel cannot avoid this responsibility. Furthermore, the Panel must conduct a hearing and make decisions that respect the principles of procedural fairness, given the facts and circumstances of the case.

Conduct during the hearing

Every Panel has the inherent power to control its own procedures and, in fact, has an obligation to the parties to do just that. Every Panel must also maintain its credibility in the eyes of the parties, the organization and the public. If a party becomes highly emotional the Panel must act with both compassion and firmness. If a party or a witness is behaving disrespectfully or improperly during a hearing, the Panel should take firm action, including disciplining the party through verbal warnings, curtailing the party's activities, restricting or stopping the party's testimony, or in extreme cases, stopping a hearing.

Be prepared

Where possible the organization should appoint a Panel or Panel members who are knowledgeable and who have had some experience in conducting hearings or being part of a hearing process. Panel members should prepare themselves fully by making themselves familiar with governing policies, procedures or rules that have been established for the hearing, all the documents presented to it by the parties, as well as any prior decisions that may be helpful. These should be read *before* the hearing starts. Panel members should also familiarize themselves with basic hearing procedures.

Order of Presentation in a Hearing

Typically, the party having the burden of proof goes first. Thus, in a discipline hearing the complainant has the onus of proving that there was a breach of the code of conduct (or whatever policy document applies) and should present its case first. In an appeal, the individual bringing the appeal has the burden of proving that the original decision was made in error, so that individual should present his or her case first.

The party responding to the party that has the burden of proof should go second and any affected parties or intervenor parties should make presentations after that.

Typically, each party presents its evidence through the introduction of documents, other records such as video tape, audio tape or oral testimony from themselves or from other witnesses. This is called the “evidence” stage. The other parties may be given an opportunity to ask questions or seek clarification on evidence. In a formal hearing, this would be called “cross-examination”. Cross-examination can occur in a number of ways: for example, by means of questions through the Panel or questions directly of the witness. The purpose of cross-examination is to “test” the evidence – that is, check it for consistency and completeness.

Once all the parties have presented their evidence and have been questioned on their evidence, then each party must be given an opportunity to tie all the evidence together in the most persuasive way possible. This is called the “argument” stage.

Finally, the party having the onus of proof has an opportunity to come back and respond to anything raised by the other side or the other parties in either their evidence or their argument. This is called the “rebuttal” stage. No new evidence should be allowed at this stage.

When all of these stages have occurred, the hearing can then be adjourned for the Panel to make its decision.

Witnesses

Sometimes a party will line up a whole list of witnesses to support their position. The Panel has the implicit authority to determine which witnesses should be allowed in the hearing, keeping in mind that the greater the number of witnesses, the longer, more drawn out and more expensive the hearing will be. On the other hand, the parties must have the opportunity to make a full response and if this requires three witnesses and not just one, then the three should be allowed.

Admitting witnesses to a hearing

The admission of witnesses should be based on the extent to which they can provide information that is relevant to the issue in dispute. As well, witnesses should not duplicate each other. Often a witness is used simply to support the evidence of another witness and brings very little, if any, new information to the hearing. Such witnesses should not be allowed.

As well, witnesses should be credible and should not come to the proceeding with a conflict of interest or an “axe to grind”. As well, the Panel should be consistent in how it deals with the parties and their requests for witnesses. If one party is allowed by the Panel to bring five witnesses who will speak to good character, then the other party should not be restricted to a single witness.

The use of “will say” statements is one way to filter and screen witnesses. A will say statement is a written summary of what a witness is expected to say during the course of the hearing. Such statements are provided to all parties in advance so that they can anticipate the evidence and are not surprised at the last minute. A well-run hearing is one that contains no surprises and the use of will say statement is one technique to prevent surprises.

Disclosure and confidentiality

One of the basic rules of fairness is that the affected party must know the case against them. This means full and meaningful disclosure. Without full knowledge of the matters at issue a person cannot properly exercise their right to be heard. There are very few situations where full and complete disclosure will not be warranted.

A general rule of thumb that may guide a Panel dealing with the issue of disclosure is that any information that a party wants the Panel to consider should be disclosed to the other parties. If the party supplying the information doesn’t want the other party to know of it, then the Panel should refuse to receive it, unless the safety of a minor is in question and then particular thought will have to be implemented to ensure procedural fairness and ensuring the safety of a minor.

Wherever possible, the general rule of full disclosure should be followed. Where the release of information will cause serious harm, it may be possible to limit disclosure, but to do so only to the extent necessary to avoid the harm. For example, it may be possible to disclose a précis or summary of the information for certain purposes.

EVIDENCE

What is evidence?

Information and evidence are similar, but not the same. Evidence is a certain type of information – it is information that is used to prove a fact, disprove a fact or support or contradict an argument. Evidence is usually verbal testimony, written documentation or material objects that are offered to prove the existence, or non-existence of a fact.

Evidence can also be described as information that has been judged or filtered. The purpose of this process of judging or filtering is to:

- Determine if the information should be accepted or rejected in the decision-making process. In other words, not all information reaches the standard required of evidence.
- If the information is accepted, placing a value or weight on it. In other words, some evidence is more solid and relevant than other evidence.

Panels are not bound by strict rules of evidence, the way civil or criminal courts are bound by them. Panels may make their own rules and, typically, they will relax the rules relating to evidence. For example, “hearsay” evidence is not admissible in a criminal court but may be admissible before a Panel, provided it is given less weight than other more direct and more reliable sources of evidence.

While it is not necessary to understand fully the evidentiary rules that exist in civil and criminal law, it is important to understand that not all information is evidence and that not all evidence is good. The decision-maker must sift through many sources of information to determine what information comprises relevant and material evidence, to determine what weight to apply to this evidence and, from there, to make a decision based upon evidence and policy.

MAKING THE DECISION

Authority of the Panel

The Panel may only decide matters for which it has jurisdiction. In other words, the Panel can only decide those things that it is expressly authorized to decide. Usually, this authority is set out in the policy documents governing the hearing and the Panel. If this authority is not clearly stated, the Panel should determine *in advance* what its authority is, prepare terms of reference that describe that authority and ensure that all the parties understand what the Panel can and cannot do.

No Panel has the authority to change the organization’s policies, regulations or rules. These changes must be made through proper policy-making channels. However, it is not uncommon or improper for a Panel to make decisions and order changes when policies are ignored, not followed, improperly interpreted or wrongly applied.

Consensus vs. majority decision

Unless the policy governing the hearing stipulates otherwise, where the Panel is made up of more than two members, the majority rules – the decision need not be unanimous. But be forewarned: a majority decision, as opposed to a unanimous decision, is never desirable. It indicates a split in the opinions and views of the Panel members and often leads to the parties losing confidence in the Panel and ultimately, losing confidence in the decision. Experience has shown that majority decisions often give rise to appeals.

A unanimous decision is always the best and this is what the Panel should strive for.

What is a decision based on?

The Panel must be very clear about what it is being asked to decide. It must know “what test the applicant must meet”. For example:

- In a *discipline* matter, the Panel will be asked to determine whether the individual has breached a code of conduct or some similar standard of behaviour.
- In a *selection* matter, the Panel will be asked to determine if the athlete or coach has met the selection criteria.
- In an *appeal* of any type, the Panel will be asked to determine if the original decision-maker made a procedural error.

The Panel must make its decision on the basis of applicable governing documents, policies, rules and regulations as well as other evidence provided by the parties through the course of the hearing. In making its decision, the Panel must consider this information and this information only – it may not consider extraneous information supplied to it by outside parties, supplied to the Panel previously, or supplied to the Panel once the hearing has concluded. Nor should it consider views and opinions expressed in the media.

WRITING THE DECISION

The law does not require a Panel to give reasons for decisions and failure to give reasons will not necessarily result in a breach of natural justice or procedural fairness. However, for reasons of fairness, risk management and good governance, written reasons are *always recommended*. Without written reasons, a party adversely affected by a decision may not be satisfied that the Panel properly considered policy and evidence. When written reasons are provided the parties can have confidence in the Panel’s decision-making and often all the parties will be satisfied that the Panel considered the case carefully and that they received a full and fair hearing.

Qualities of a good decision

A good written decision is one that:

- Clearly and correctly interprets the governing policy or rule;
- Sets out the correct legal test to be satisfied;
- Describes the facts of the case, based upon relevant evidence;
- Justifies its decision based on both policy and facts;
- Is clearly written so that the decision-makers’ reasoning process is transparent; and
- Gives reasons that are understandable to a fair-minded, reasonable and disinterested observer.

Format of the decision

Written decisions should follow this format:

- *Issue to be decided* – This opening section should clearly state the issue that the Panel has been asked to decide. The essence of the complaint or matter being heard is set out here, along with what it is the applicant needs to prove to succeed.
- *Background* -- This section should set out background information on the matter, including the parties’ names, the dates and locations of the incident in question and other factual information relating to the matter being heard.
- *Statement of the facts* -- This section summarizes the facts as the Panel has determined them, based upon the evidence and the weight that the Panel has assigned to the evidence. In this section, the Panel should identify contradictory evidence and should set out how the Panel resolved these conflicts. The parties reading the decision should appreciate fully what evidence was considered by the Panel and that relevant evidence was not considered.
- *Authorities considered* -- This section would identify the relevant sections of the policy documents that the Panel considered in making its decision. Authorities might also include relevant precedent decisions.

- *The decision* -- This section gives the decision of the Panel. For example, in the case of a disciplinary matter it should set out their determination on whether misconduct occurred and, if there was misconduct, the sanction to be taken against the individual. The decision should be worded very carefully so that both the purpose and the details of the sanction are clear. If there are timelines these should be set out clearly; if costs are to be assessed it should say what they are or how they will be determined; if publication of the sanction is to occur it should specify when and where and what the notice will say; if the sanction is not complied with, it should specify what will the repercussions be. The decision should be clear, complete and explicit.
- *Reasons for the decision* -- This section provides detailed reasons to support the Panel's decision. These reasons should be based upon policy and fact and should refer to any mitigating or aggravating circumstances. Reasons should be written in such a way that an outsider would be able to follow the analytical and reasoning process used by the Panel to arrive at its decision.

The written decision should be able to stand alone, without other documents or supporting materials. This may mean repeating within the body of the decision the relevant excerpts of governing policies, precedent decisions or documentary evidence. A written decision that is all-inclusive and can stand alone is easier to distribute to the parties to the hearing and to outside parties. As well, such a practice helps to address confidentiality issues as full documents are not disclosed, only their relevant portions.

In the case of a three person Panel, and not a single person Panel, all of the Panel members should sign the decision as an indication they concur with the decision. If time is of the essence, the Chairperson can sign the decision on behalf of the other Panel Members if they provide their consent. If a Panel member does not concur with the decision, this should be stated, along with that Panel member's reasons for dissenting.

The written decision should be sent to all parties simultaneously.

COMMUNICATIONS

After the Panel reaches a decision, the written decision is communicated to the parties, a remedy may be enacted and sanctions, where ordered, are imposed and the dispute ends. But does it? Who else gets to know what happened? Is the result public? Does the decision stay between the two parties or does the entire membership learn the results?

The publication of a sanction can be considered a sanction in and of itself. Any publication reveals the identity of parties and publicly announces the results of the hearing. Such publication could have serious ramifications on the parties – professionally, socially and emotionally.

Whether or not the individuals involved are minors should also be considered. There may also be scenarios where the facts of the case should be kept confidential but the sanctions or remedies may be distributed. In other cases, the outcome of the case can be public but the full decision – with reasons - may need to be private.

Who Decides?

Some organizations include a form of confidentiality clause within their dispute resolution policies that reference how a decision should be communicated. The clause might state that the decision should be limited to the two parties, or it might say that the decision is a matter of public record. In other policies, the disclosure of the decision is left to the Panel for that particular case – which would indicate in the decision whether it was confidential or whether it was a matter public record.

Panels weigh various items to determine when a decision should be public. They will consider legal issues, whether the individual is a minor, the type of infraction, whether other individuals were implicated, and the result of the decision.

In essence, the decision should be disclosed at a minimum to ensure the enforceability of the decision and the applicable sanctions. Such disclosure may include other Clubs or the NSO. For example, if a participant is restricted from participation as a result of a ruling, applicable Clubs will need to be informed to ensure the enforceability of the sanction, until such time as the sanction has been completed. The disclosure should likely only include the sanction and not the particulars that lead to the decision.

Publication

Decisions from hearings typically take the form of a written document with a specific format. The background of the case is explained, followed by the positions of both parties, the decision, and finally any sanctions or remedies. The written submissions from both parties are not included and neither are any witness statements or other materials. Both parties receive the decision document but the witnesses and third parties do not.

Even when the decision is publicly disclosed, the decision, with reasons, may not be distributed unless necessary or determined by the Panel. Instead, organizations may select from a variety of means to make a decision ‘a matter of public record’ or how best to inform members of the result.

CONFIDENTIALITY

While it is standard practice in court proceedings that those proceedings are confidential to the parties, a confidentiality clause is highly recommended which requires the parties to keep all matters related to the proceedings confidential. Such a provision will create a more precise and fair process.

Disclosing information related to a proceeding cannot provide any sort of benefit to those involved. If an organization, case manager or party to a proceeding is requested information related to the matter, the party should acknowledge the matter is being managed in accordance with PSGB Policy and it would be inappropriate to speak to the matter prior to a decision being rendered. Upon the conclusion of a matter, any further information request can be answered by indicating the decision speaks for itself or providing options for appeal.

SUMMARY

In summary, effective dispute management involves two elements:

- *Prior planning* – ensuring that governing policies are sound;
- *Proper execution* – interpreting and implementing governing and policies properly.

Appendix R -A: - SAMPLE DISCIPLINE HEARING SCRIPT

Today is the (#) day of (month), 20__ and we are here to decide the case between (Complainant/Appellant) and Respondent with regard to the alleged violation(s) of _____ Policy.

My name is _____ (Name) and I am the Chair of this Discipline/Appeal Panel charged with the responsibility of maintaining order and presiding over these proceedings.

To my left is _____ from _____ and to my right is _____ from _____. We, the Panel, have been charged with deciding this case.

Would the parties please introduce themselves, starting with the Complainant/Appellant? (Record names of all persons in attendance and their relationship to the parties (e.g. lawyer for complainant/respondent, complainant’s/respondent’s witness, etc.).

If you have an objection to the composition of the Panel, please indicate so at this time with reasons. If no objections, please confirm orally your confirmation and acceptance of the Panel’s composition.

_____ is the Case Manager and outside of today’s proceedings, all communications, whether by letter, telephone or in-person, are to flow through him/her.

Before we begin, I would like to remind all parties that the information in this hearing is confidential and closed to the public. Please remain seated and address all comments to myself, the Chair of this Panel. All Parties are expected to act in a civil manner at all times.

I want to talk with you about this hearing process and your participation.

Each party may present evidence. The Complainant will present their evidence first. That party will present all of their witnesses and other evidence and then the other party may do the same. Each witness can be questioned by both parties: first the party who called the witness (direct examination), then the other party (cross examination). Each party then gets a second opportunity to ask follow-up questions (re-direct and re-cross examination).

Stick to the issues. Present the essential points, and support them with your exhibits or the testimony of your witness(es). Avoid confusing the issue with irrelevant information. Focus on the key issues of the case.

The weight of evidence is not determined by the amount of testimony. Therefore, the number of witnesses to testify about the same facts may be limited. Call witnesses with the most reliable, first-hand knowledge of the situation.

After all the evidence has been presented; each side may make a closing statement. You may summarize or comment on the evidence that has been presented. You may also argue how the case should be decided.

Would all witnesses please leave the room at this time? You will be called in individually to present your information regarding this case.

Note to Chair: The administrative announcements have been completed and you will now begin opening statements and the presentation of the evidence.

At this time, I will read the notice of complaint and the alleged behavior. (Read the notice of charges and alleged behavior).

The parties will now proceed with their opening statements, beginning with the Claimant and then the Respondent.

The Complainant will now proceed with the presentation of their information and evidence.

Are there any questions from the Respondent?

Are there any questions from the Panel? (Remember the Panel members can ask questions at any time).

I ask the Respondent to please present their information and evidence.

Are there any questions from the Complainant?

Are there any questions from the Panel?

Each party may make a closing argument. The parties are directed to limit their closing argument to a summation of what he or she believes has been proven. The parties may now begin their closing argument, beginning with the Claimant.

I ask the Complainant to make a closing statement.

I ask the Respondent to make a closing statement.

Do the parties have any further evidence or testimony to present?

The decision will be forwarded to the parties, and/or counsel in accordance with the OSA Discipline/Appeals Policy.

I would like to thank each of you for your time and remind you that all information in this hearing is confidential. This hearing is adjourned.

Appendix R - B:

SAMPLE WRITTEN DECISION

IN THE MATTER OF A COMPLAINT BETWEEN

Name (Complainant)

- and -

Name (Respondent)

DECISION

APPEARANCES

Name (Complainant) appeared on behalf of the Complainant and Name (Respondent) and appeared on behalf of the Respondent.

The Panel was composed of [insert names]. The Parties had no objections to the composition of the Panel.

This complaint was carried out pursuant to provisions of the _____ Discipline and Complaints Policy and Code of Conduct.

MATTER IN DISPUTE

1. Whether the Respondent breached the _____ [insert policy, code or other relevant reference] by.....

SUMMARY OF FACTS

On [Date] a complaint was filed with the _____ by the Complainant against the Respondent.

The Complainant submitted that on [date], the Respondent [describe facts].

FINDINGS AND REASONS

The Panel reviewed numerous submissions and documents. The Parties were given ample opportunity to make their respective cases.

The Panel finds as follows:

1. The Panel is satisfied that [describe facts and correlation to policy, code, or other relevant reference.]

DECISION

1. Having read the submissions, and having carefully considered all the evidence placed before it, the Panel makes the following decision:

- Describe sanctions

[Chair of Panel] for the Panel

Date

Appendix S – Conflict of Interest Policy

Definitions

1. The following terms have these meanings in this Policy:
 - a) “*Association*” – Cross Country Saskatchewan
 - b) “*Conflict of Interest*” – Any situation in which an Individual’s decision-making, which should always be in the best interests of the Association, is influenced or could be influenced by personal, family, financial, business, or other private interests.
 - c) “*Individuals*” – All categories of membership defined in the Association’s Bylaws, as well as all individuals engaged in activities with the Association including, but not limited to, athletes, coaches, referees, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
 - d) “*In writing*” – A letter, fax or email sent directly to the Association.
 - e) “*Pecuniary Interest*” – An interest that an individual may have in a matter because of the reasonable likelihood or expectation of financial gain or loss for that individual, or another person with whom that individual is associated.
 - f) “*Non-Pecuniary Interest*” – An interest that an individual may have in a matter which may involve family relationships, friendships, volunteer positions or other interests that do not involve the potential for financial gain or loss.

Background

2. Individuals who act on behalf of an organization have a duty first to that organization and second to any personal stake they have in the operations of the Association. For example, in not-for-profit organizations, Directors are required, by law, to act as a trustee (in good faith, or in trust) of the Association. Directors, and other stakeholders, must not put themselves in positions where making a decision on behalf of the Association is connected to their own “pecuniary” or “non-pecuniary” interests. That would be a conflict of interest situation.

Purpose

3. The Association strives to reduce and eliminate nearly all instances of conflict of interest at the Association – by being aware, prudent, and forthcoming about the potential conflicts. This Policy describes how Individuals will conduct themselves in matters relating to conflict of interest, and will clarify how Individuals shall make decisions in situations where conflict of interest may exist.
4. This Policy applies to all Individuals.

Obligations

5. Any real or perceived conflict of interest, whether pecuniary or non-pecuniary, between an Individual’s personal interest and the interests of the Association, shall always be resolved in favour of the Association.
6. Individuals will not:
 - a) Engage in any business or transaction, or have a financial or other personal interest, that is incompatible with their official duties with the Association, unless such business, transaction, or other interest is properly disclosed to the Association and approved by the Association.
 - b) Knowingly place themselves in a position where they are under obligation to any person who might benefit from special consideration or who might seek preferential treatment.
 - c) In the performance of their official duties, give preferential treatment to family members, friends, colleagues, or organizations in which their family members, friends, or colleagues have an interest, financial or otherwise.
 - d) Derive personal benefit from information that they have acquired during the course of fulfilling their official duties with the Association, if such information is confidential or not generally available to the public.

- e) Engage in any outside work, activity, or business or professional undertaking that conflicts or appears to conflict with their official duties as a representative of the Association, or in which they have an advantage or appear to have an advantage on the basis of their association with the Association.
- f) Without the permission of the Association, use the Association's property, equipment, supplies, or services for activities not associated with the performance of their official duties with the Association.
- g) Place themselves in positions where they could, by virtue of being an Association Individual, influence decisions or contracts from which they could derive any direct or indirect benefit.
- h) Accept any gift or favour that could be construed as being given in anticipation of, or in recognition for, any special consideration granted by virtue of being an Association Individual.

Disclosure of Conflict of Interest

- 7. On an annual basis, all the Association's Directors, Officers, Employees, and Committee Members will complete a **Declaration Form** disclosing any real or perceived conflicts that they might have. Declaration Forms shall be retained by the Association.
- 8. Individuals shall disclose real or perceived conflicts of interest to the Association's Board immediately upon becoming aware that a conflict of interest may exist.
- 9. Individuals shall also disclose any and all affiliations with any and all other organizations involved with the same sport. These affiliations include any of the following roles: athlete, coach, manager, official, employee, volunteer, officer or director.

Minimizing Conflicts of Interest in Decision-Making

- 10. Decisions or transactions that involve a conflict of interest that has been proactively disclosed by an Individual will be considered and decided with the following additional provisions:
 - a) The nature and extent of the Individual's interest has been fully disclosed to the body that is considering or making the decision, and this disclosure is recorded or noted.
 - b) The Individual does not participate in discussion on the matter.
 - c) The Individual abstains from voting on the decision.
 - d) For board-level decisions, the Individual does not count toward quorum.
 - e) The decision is confirmed to be in the best interests of the Association.
- 11. For potential conflicts of interest involving employees, the Association's Board will determine whether there is there a conflict and, if one exists, the employee will resolve the conflict by ceasing the activity giving rise to the conflict. The Association will not restrict employees from accepting other employment contracts or volunteer appointments provided these activities do not diminish the employee's ability to perform the work described in the employee's job agreement with the Association or give rise to a conflict of interest.

Conflict of Interest Complaints

- 12. Any person who believes that an Individual may be in a conflict of interest situation should report the matter, in writing (or verbally if during a meeting of the Board or any committee), to the Association's Board who will as quickly as possible decide appropriate measures to eliminate the conflict.
- 13. The Association's Board decision as to whether or not a conflict of interest exists will be governed by the following procedures:
 - a) Copies of any written documents to be considered by the Board will be provided to the Individual who may be in a conflict of interest situation
 - b) The Individual who may be in a conflict of interest situation will be provided an opportunity to address the Association's Board orally or if granted such right by the Association's Board, in writing
 - c) The decision will be by a majority vote of the Association's Board

14. If the Individual acknowledges the conflict of interest, the Individual may waive the right to be heard, in which case the Association's Board will determine the appropriate sanction.

Decision

15. After hearing and/or reviewing the matter, the Association's Board will determine whether a conflict of interest exists and, if so, the sanctions to be imposed.

Sanctions

16. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest:
 - a) Removal or temporary suspension of certain responsibilities or decision-making authority.
 - b) Removal or temporary suspension from a designated position.
 - c) Removal or temporary suspension from certain teams, events and/or activities.
 - d) Expulsion from the Association.
 - e) Other actions as may be considered appropriate for the real or perceived conflict of interest.
17. Any person who believes that an Individual has made a decision that was influenced by real or perceived conflict of interest may submit a complaint, in writing, to the Association to be addressed under the Association's *Discipline and Complaints Policy*.
18. Failure to comply with an action as determined by the Board will result in automatic suspension from the Association until compliance occurs.
19. The Board may determine that an alleged real or perceived conflict of interest is of such seriousness as to warrant suspension of designated activities pending a meeting and a decision of the Board.

Enforcement

20. Failure to adhere to this Policy may permit discipline in accordance with the Association's *Discipline and Complaints Policy*.

Conflict of Interest - Declaration Form

I have read the Association's *Conflict of Interest Policy*, I agree to be bound by the obligations contained therein, and I commit to avoid any real or perceived conflict of interest. I also commit to disclosing the existence of any real or perceived conflict of interest to the Board, as soon as it is known to me.

I declare the following interests which may represent a potential conflicting interest:

Name

Signature

Date

Appendix T – Expense Form

**EXPENSE CLAIM FORM
CROSS COUNTRY SASKATCHEWAN
1860 LORNE STREET
REGINA, SASK. S4P 2L7**

Discipline _____

Date _____ 20____

Name (please print) _____

Address _____

City _____ Postal Code _____

Expense claim description _____

Travel to _____ km @ \$0.40/km \$ _____

Meals Breakfast _____ @ \$8.00 = _____

Lunch _____ @ \$10.00 = _____

Supper _____ @ \$12.00 = _____

TOTAL MEALS \$ _____

Accommodation _____ \$ _____

TOTAL EXPENSES \$ _____

LESS ADVANCES \$ _____

TOTAL CLAIM \$ _____

Signature of Claimant _____

Authorized By _____

For Office Use Only

Account Number _____

Cheque Number _____

Appendix U – Volunteer Reimbursement Policy

Policy: CCS will reimburse volunteers for reasonable expenses incurred while on a CCS activity. **Note, liquor is not reimbursable.**

Volunteer Reimbursement Policy

CCS is committed to reimbursing those doing approved business on behalf of the organization.

Procedures

3. Approval of Expenses

All volunteer expenses will be reimbursed based on the reimbursement policy and the following approval:

- Expenses for travel to Board of Director and Committee Meetings will be reimbursed for meetings scheduled by the board or committee.
- Expenses for other volunteer and board or committee business will be reimbursed based on approval given in advance by the board or the director overseeing the activity related to the expense. This approval can be given through motions at a board or committee level or by inclusion in the budget.
- In the rare instance that the board or director is not able to approve the expense, the authority falls to the Executive Director providing the expense falls within the policy as written.

4. Reimbursement Policy

1. All claims for reimbursement must be made by completing and submitting a CCS expense claim form (Appendix P) and receipts to the CCS office no later than 15 business days after the sponsored event.
 - a. Original receipts are required to verify expenditures and at minimum should:
 - 1) Describe the goods or services provided for payment
 - 2) Disclose the amount of the payment
 - 3) Include the date that the goods/services were purchased
 - 4) Include third party verification (supplier logo on an invoice or a copy of the cheque with a bank clearing stamp on the back).
 - 5) If the purchase was made online, an electronic receipt is acceptable if it includes; identification of the Vendor, Vendor's GST and PST numbers where applicable, identification of the buyer, full description of what was purchased, how much was paid, along with proof of payment indication
2. If only a portion of the receipt is being claimed, the original receipt will be returned to the claimant, upon request, indicating on the receipt the amount reimbursed by CCS.
3. Reimbursement for expense claims will be made within 15 business days of receipt of the claim by the CCS Office. If the claim is missing information or needs to be verified or approved by a third party (committee, director, etc), reimbursement will be issued within 15 days of the final approval.
4. In the case where more than one claimant travels in the same vehicle, shares taxi services and/or a hotel room, the total expenses can only be claimed by one claimant or it must be divided between the expense claims of those sharing the expense.

5. Supporting Document

- a) CCS Expense Claim Form and receipts

6. Reimbursable Expenses & Rates

The following provides information on allowable expenses, the original receipts required in order to make a claim and other notes related to the reimbursement of the expense.

- a) Personal vehicle – must be preapproved to use personal vehicle
 - 1) Usage will be based upon per kilometers travelled for the CCS activity. (Using Google Maps as a calculation is an option).
 - 2) Claimants are encouraged to make every effort to carpool when more than one person is traveling from the same location.
- b) Car Rental – must be preapproved (will be encouraged if less expensive than “own vehicle”)
 - 1) Actual cost supported by original receipts. Minimum liability insurance required is \$1.0 million.
- c) Ground Transportation
 - 1) Actual cost of airport shuttle service when available supported by original receipts.
 - 2) If no shuttle service is available, actual cost of taxi supported by original receipts.
- d) Airfare – pre approved
 - 1) Advanced booking economy airfare. Claimants should make every effort to take advantage of charter rates, seat sales or similar special offers.

- 2) The original receipt, e-ticket receipt or travel agency invoice must include passenger name, airline and flight #, date of flight, origin, destination as well as proof of payment.
- e) Parking
 - 1) Actual cost supported by receipts or metered parking up to \$5.00/ day without receipts.
- f) Hotel
 - 1) Rates less than \$130 per night before tax, supported by receipts showing a zero balance. Rates more than \$130 before tax must be approved in advance.
- g) Reward programs
 - 1) If a reward program is used, CCS will reimburse the actual fees paid for the item (ie flights, cars, hotels) when accompanied by the original receipt.
- h) Meals
Allowable Expense:
 - 1) A meal per diem can be claimed at the CCS approved rate where the claimant is away from home during a normal meal time and if the meal is **not provided** as part of the event or meeting that the claimant is taking part in.
 - 2) If the event involves a luncheon or banquet which costs more than the allowable per diem, the claimant can claim the cost of the ticket when accompanied by an original receipt rather than the meal per diem.
 - 3) There may be situations where CCS negotiates a flat rate for meals. In this instant, the volunteer is not eligible for the individual meal rate unless pre-approved prior to the event.
 - 4) Per diem meal allowance:
 1. Breakfast: \$8.00
 2. Lunch: \$10.00
 3. Supper: \$12.00 (Total \$30.00 per day)
- i) Conference or Seminar Registration – pre approved
 - 1) Actual Cost supported by an original receipt.
- j) Other Expenses
 - 1) Volunteers on approved activities (competitions, training camps) can claim reasonable additional expenses - wax, wax room rental, trail fees, small tools and supplies, etc when accompanied by an original receipt.

Appendix V – Executive Director Job Description

Preamble

Cross Country Saskatchewan is made up of Member Clubs who are volunteer driven. CCS itself is governed by a volunteer Board. The constant turnover of volunteers serving the x-c skiing community creates some challenges to keeping current on expectations placed on us from our National body, CCC, our major funder, Sask Sport, and others, including our Club members.

In order to function effectively it is important that the Board:

- Maintains and operates under up to date policies.
- Is aware of past practices – those that were/are successful and those that were not successful or had a limited existence – and the “whys”.
- Listens to our membership and our “Partners and Mentors”.
- Communicates clearly and in a timely manner to our Clubs, their members, our Partners and Mentors and where applicable to the larger community of sport and recreation participants.

As an operational Board many of these tasks are undertaken by our Board members. A greater number of these tasks as well as the core operational activities of CCS are taken care of by our Executive Director independently. The following job description tries to identify some of the key activities that will assist in the Association and our members functioning effectively. These activities of the Executive Director go hand in hand with expectations and responsibilities of the Board members to carry out their governance activities as well as any program or project activities.

The Executive Director is the one constant whose activities are there to keep the Association operating appropriately. The following are seen as activities that support the sound operation of CCS, in the current and foundation for the future.

Maintain Up to Date Policies

- While each Board member should be familiar with our Operations Manual and be able to use it as a reference tool, when discussions occur that may involve a change to our written policies the Executive Director should raise the question and verify if a change is required.
- Change is made with reference to the Board meeting when the change was approved.

Board Meetings

- At the direction of the President a notice of meeting is sent out.
 - The standard Agenda would be included
 - In Business Arising from Last Meeting items from the last meeting(s) are listed
 - Written updates or reports are requested to be circulated prior to the meeting
- Executive Director Report
 - A brief outline of activities undertaken for CCS including phone or mail inquiries from Clubs, Club members, the public, etc.
- Meeting Minutes
 - Should capture the key points of any pro/con discussions. This is important for future reference back.
 - Minutes should be sent out within a week after the meeting so decisions and “to do’s” are clearly outlined to all. Amendments or corrections, if any suggested by Board members, should be confirmed by all and included in “amended minutes”.
 - Post Minutes to the web site. (*Uncertain if CCS plans to post minutes of Board meetings or just the Spring and AGM meetings.*)
- Meeting Arrangements
 - The Spring and Fall AGM require meeting room and accommodation arrangements
 - Mid-year Board face-to-face meetings may also require accommodation arrangements

Committee Meetings

- The Executive Director does not attend nor prepares minutes for these meetings. The ED may be consulted by the committee for background info a/o financial implications.

Financial Management and Reporting

- Maintain relationship with CCS bank
- Timely deposits of revenue and disbursement
- Outline to the Board the standard timelines for income to CCS from SASKI
- Monthly report of receipts and disbursements
- Monthly update of CCS pro forma Budget
- Alerts to program or project Directors of potential over budget possibilities

CCC Liaison

- Maintain a knowledge of and a healthy relationship with the CCC personnel
- Receive CCC communications and ensure the appropriate CCS Director and/or committee members receive it also.
- If action is required on CCC communications, be aware of this and add the item to the next CCS Board meeting
- Participate with the CCS President or designate in preparation and at the CCC AGM.
- Participate, individually or with a CCS designate in CCC initiatives (e.g., Coaches and Officials meetings) and report back to the Board and discipline heads.
- Collects and reports High Performance data to CCC.

Sask Sport Liaison

- Maintain a knowledge of and a healthy relationship with the Sask Sport personnel.
- Recognizing the 3 year Sport Assessment process, maintain the key information for the CCS initial report.

Program Support

- In conjunction with the Program/Project Director relay key communications and deadlines.

- When required arrange for shipment of program/project supplies as needed, e.g., SDP supplies, Provincial's medals, etc.

Activity Reporting

- Board meeting report of activities over the past period.

Record Retention

- Maintain an easily accessible record system, paper or electronic, to contain annual cycles of:
 - Board personnel
 - Committee Members and minutes
 - Board meeting minutes
 - Athlete names, numbers and results; Sask Cup and out of province results and CPL.
 - Coaches and officials – courses, active individuals
 - Sask Cup, Provincials and Loppet participation numbers
 - Program/Project reports (that should be part of the Spring meeting)
 - Others
- Have the records available to Board members.

III. JOB PERFORMANCE FACTORS

	low			high	
Originality - resourcefulness in originating new approaches and ideas.	1	2	3	4	5
Initiative - capable of taking initiative when situations demand.	1	2	3	4	5
Financial reporting-adherence to policies and guidelines.	1	2	3	4	5
Alertness - ability to grasp instructions and meet changing conditions.	1	2	3	4	5
Dependability - ability to do the job well with a minimum of supervision.	1	2	3	4	5
Organizational ability - ability to set priorities and work methodically.	1	2	3	4	5
Commitment - takes an interest in furthering the aims and objectives of the Association.	1	2	3	4	5
Attendance - Is consistently on time and works to the close of the business day.	1	2	3	4	5
- Attendance at the work place and performance of duties are not compromised due to absences.	1	2	3	4	5

TOTAL SCORE _____ AVERAGE SCORE (of 25 questions) _____

ACCOLADES (after discussion)

POINTS TO IMPROVE (after discussion)

Rated by _____ (Name) _____ (Position)

If not used as a self-evaluation form, the staff member should sign below

A copy of this report has been given to me and has been discussed with me

(Staff member's name)

(Date)

COMMENTS BY STAFF MEMBER AND/OR SUPERVISOR(S) (if desired)

SASKATCHEWAN SKI ASSOCIATION
MANAGEMENT AND STAFF PERFORMANCE AND EVALUATION GUIDE

RATING STANDARD GUIDELINES

RATING 1 - Below Standard

Incumbent is so inexperienced as to require considerable development and experience in this job position before he/she can be considered competent.

Incumbent has been in the position long enough for a normally competent person to attain at least minimum standards.

No matter how many times things are explained, incumbent does not seem to grasp the situation.

A morale problem is being created with those (including the supervisor) who have to help carry the work load.

RATING 2 - Regularly meets minimum standard but requires further improvement

Performance which is at, but not noticeably above, a competent level in some areas, but is noticeably below that level in other areas.

Making progress on the job. Remains at the adequate level but on the way to being competent.

Incumbent's effort would qualify for competent but increased job knowledge is required to go with this drive.

Incumbent's assignments must be planned step by step; after that the job usually gets done.

RATING 3 - Consistently meets standards

Performance which does not noticeably deviate from an acceptable level, either because there is no variation in performance on different tasks, or because areas of noticeably strong achievement are counterbalanced by noticeable gaps in results.

Incumbent would not be required to improve significantly. An improvement would be a plus factor, but continued performance at this level would give no cause for complaint.

Incumbent is capable of carrying out any kind of assignment within the scope of the position.

Requires only normal supervision and follow-up and almost always completes assigned work on schedule.

RATING 4 - Frequently exceeds standards

Performance is competent in all areas and noticeably exceeds that level in some important areas.

Incumbent does own advance planning, anticipates problems and takes appropriate action.

Each project of job is done thoroughly and competently.

Incumbent requires virtually no direction and supervision. Normally this individual will be considered for promotion.

RATING 5 - Consistently exceeds standards

Performance which, in almost all ways, is significantly above the level that would be acceptable.

Shows exceptional knowledge of job requirements; recognized by all as an expert in it.

Prime candidate for promotion when a higher level position becomes available.

Note: this level of performance must be viewed in terms of both quality and quantity.

CROSS COUNTRY SASKATCHEWAN

WEEKLY REPORT _____ **NAME** _____

DAY & WORK DETAILS	COMMUNICATIONS	HRS/DAY

CROSS COUNTRY SASKATCHEWAN MONTHLY ATTENDANCE REPORT

Name _____

Month of _____

Days required to work in month x 7 hrs/day	
Actual hours worked in month	
Difference	

	Earned to date	Earned this month	Taken this month	Total to date
Vacation Days				
Sick Days				
Overtime				

Copies to:

Appendix X Provincial Coach Expectations

Create the infrastructure to support a sustainable High Performance Program

- o Develop and present an annual and multi-year budget to the High Performance Committee (“HPC”) and CCS Executive.

- o Identify the fundamental elements necessary to be in place to create the framework ensuring all elements are maintained and aligned to effectively deliver a high performance ski program.

- o Identify to the HPC and CCS Executive the issues pertaining to the delivery of a high performance provincial ski program, and the structure, resources and culture required to achieve results and provide acceptable solutions to these issues.

- o Communicate with the CCS coaching community, HPC members, club presidents, and members of the CCS Executive as necessary to ensure awareness of wider high performance issues within CCS.

- ☐ Support the development, implementation, monitoring and evaluation of a provincial High Performance program:

- o Prepare and submit monthly reports, including statements of planned versus actual expenditures, updating the HP committee and CCS Executive.

- o Research current testing methods and create functional testing guidelines for use with High Performance Athletes.

- o Review and provide suggestions on the current High Performance funding guidelines.

- o Track, analyze, report and make recommendations regarding the performances of all Saskatchewan athletes at Sask Cup events, Saskatchewan Winter Games and other CCC and International Ski Federation (“FIS”) sanctioned events in Canada and elsewhere.

- ☐ Demonstrate an improvement in the number and performance of Saskatchewan skiers participating at divisionally and nationally sanctioned events and improved athlete placing at the Canada Winter Games:

- o Increase the number of Developmental High Performance Athletes and High Performance Athletes in the province.

- o Improved athlete performance at divisionally and nationally sanctioned competitions as seen through an increased number of Saskatchewan skiers participating at these events; and improvement in individual athlete performance throughout the competition season.

- o Support each sport Zone in reaching a full complement of racers for the SWG. Provide support to ensure a successful experience is available to all participants.

- ☐ Ensure the coordination of single and multi-year periodized training and development programs and camps, competition schedules and integrated sports medicine plans for High Performance athletes

- o Coordinate a provincial training program.

- o Develop an annual CCS events and competition schedule that aligns with the Cross Country Canada competition model.

- o Ensure single and multi-year periodized training programs are created, circulated and supported through the Sports Medicine & Science programs, provincial camps and testing sessions.

- o Develop, implement and monitor an integrated sports medicine and science plan for all High Performance athletes in coordination with the Sports Medicine & Science Council staff taking full advantage of the funding and expertise available to the organization.

- ☐ Ensure individualized athlete mentoring and monitoring services to High Performance athletes and club coaches:

- o Implement formal yearly meetings with athletes to help athletes identify annual and multi-year goals, discuss their progress towards meeting these goals and individualize their training programs.

- o Implement formal annual meetings with all developmental and high performance athletes and their coaches to discuss progress and areas for improvement.

- o Develop criteria or formulae to be used when granting provincial high performance funding. Make recommendations regarding the awarding of this funding, selection of athletes to be receive funding to attend the Western Canadian Championships and the National Championships.

- o Ensure funding opportunities and requirements are communicated to all athletes.

Monitor forms and grants to ensure required material is completed and forwarded where appropriate.

- o Ensure the coach/athlete agreement is understood and signed by all developmental and High Performance athletes. Support those athletes having difficulty in meeting the agreement and bring any issues to the HPC.
- o Support any programs or competitions (e.g. selection races) necessary for the evaluation for funding.

☐ Coordinate the logistics for provincial training events and competitions, including transportation, accommodation arrangements to the HPC and CCS Executive:

- o Act as provincial coach at provincially designated training and competition events.
- o Provide technical support to athlete and coaches at provincially sanctioned events.

☐ Work with clubs regarding the coordination of activities involved in the preparation of a provincial team for any out of province event:

- o Schedule and support a provincial talent identification event to identify those athletes named to the High Performance Development Team.
- o Plan and operate provincial training camps for developmental and HP athletes during both the off-season and competition season.

☐ Support coaches in the implementation of the Long Term Athlete Development (LTAD) program within the province:

- o Advise the Coach & Officials Director, HPC and member clubs in regards to the implementation of the LTAD program.
- o Ensure training programs and competitions schedule align with the philosophy and guidelines of the LTAD program.
- o Collaborate with the National Development Center (NDC) and CCC to ensure club coaches are provided with current, relevant information.
- o Mentor, advise and support club coaches in an effort to grow club programs aimed at encouraging the development of Saskatchewan skiers;
- o Communicate regularly with the NDC, CCC, Coaches & Officials Director and club coaches to coordinate training and racing activities and take advantage of resource sharing opportunities whenever possible.

☐ Foster the development of certified provincial coaches by supporting the coordination and delivery of NCCP training courses and other professional development activities and the mentoring of club coaches whereby the coach:

- o Administer NCCP training courses and offer other professional development opportunities for club coaches.
- o Recommend training and professional development opportunities for CCS club coaches.
- o Meet with club coaches at least twice per year to discuss programs, challenges and plans for future development (at minimum once during the ski season and once during the off season to discuss best practices, challenges and plans for the following year).
- o Identify and facilitate coach mentoring and development opportunities for club coaches and other interested volunteers.
- o Attend CCC LF clinics as necessary to be able to lead NCCP training courses up to the Comp Intro-L2T level.
- o Work with LF and LF Evaluators to ensure gaps identified by Provincial Technical Director/High Performance Coach monitoring of athletes and club coaches are being corrected during coaching courses.

☐ Develop and implement a support plan designed to address the administrative, training, coaching and other needs of the satellite clubs and their athletes:

- o Ensure the development and monitoring of a support and visitation plan for each club based on the needs of the club. This will include phone contact, club visits, inter-club training opportunities, coach and athlete support.
- o Ensure club coaches work with the volunteers and coaches supporting the clubs in identifying any potential HP athletes during competitive events.
- o Ensure ongoing direct contact between the club coaches and High Performance athletes training in clubs and ensure the coaches are supporting the athlete's training and competition programs and plans.

- o Ensure direct coaching support to high performance athletes in clubs.
- o Ensure coach support of identified High Performance athletes from the clubs in developing year around training programs.
- o Ensure co-coaching occurs at clubs supporting potential and High Performance athletes.
- o Where pre-existing clubs are no longer in operation, ensure recommendations are identified to CCS in regards to provincial support for the restoration of the club.
- o Ensure identification of athletes interested in training year around and ensure contact between the athlete and the Provincial Technical Director /High Performance Coach is initiated.

Appendix Y – CCS Risk Management Matrix

The CCC Risk Matrix has been adapted as a guide for CCS and is amended below. The CCC introduction to the Risk Management Matrix is repeated below, above the Matrix Table:

“Annex ‘A’ to Cross Country Canada (CCC) – Risk Management Policy Program Matrix The following risk management matrix has been developed to assist CCC as it strives to ensure it manages all risks related to programs/ operations, external, governance, strategic, finances, image, communications, and compliance. When scanning for risks, CCC staff and volunteers may determine that the best risk treatment strategy is to develop a risk registry that captures the organization’s commitment to managing each risk in a documented, methodical, logical, and proactive manner. These individual risk registries will serve as a corporate memory of the organization’s actions and commitments to managing known risks according to CCC’s risk management policy.”

The CCS adaptation follows.

Risk Category	Significance	Risk Control Measures	Responsibility	Reporting/Communication
Operational/Program Risks Risk related to key programs in the areas of coaching and athlete development (CAD); human resources management risk; capacity requirements to meet member and program expectations; heavy reliance on performance results of Provincial Ski Team; activities of divisions and clubs at CCC sanctioned events; risk associated with vehicle use; succession planning for staff and volunteers in this area.	High	<ul style="list-style-type: none"> • Staff pay and benefits policy • Update job descriptions and employment agreements • Administer CCC insurance program • Technical packages and hosting policies for Divisions/Clubs • Race Sanctioning policy (including waivers) • Vehicle use policy Coaches and officials training and certification programs • Athlete agreements • Athlete and coach codes of conduct • Dispute resolution policy • Harassment policy 	ED ED ED HP HP C&O HP ED ED	CCS is committed to proactive communicating its expectations related to operational and programs risks. Ensuring that its members are receiving the information they require to adhere to CCS/CCC standards is a critical aspect of managing this risk area. All policies, procedures and processes should be available on the CCS website. Changes should be communicated in a timely manner.
Compliance Risks Risk related to existing laws and regulations for employment, workplace safety, new Not-for-Profit Corporations Act, tenant legal responsibilities, RCAA	Low	<ul style="list-style-type: none"> • Adherence to applicable laws, regulations and standards • Tenants’ legal liability insurance • Anti-doping Policy 	ED ED	CCS will follow CCC in communicating new changes to meet compliance requirements in a planned and phased-in manner. The objective is to

charitable status; Imagine Canada standards, anti-doping standards, contractual standards, Sport Canada/OTP standards for funding and accountability.			HP	ensuring that its staff, volunteers, and clubs have adequate time to adhere to any new regulations. This means that CCS must plan its communications activities proactively.
Communication Risks Risks related to internal and external communications; information management systems; crisis and issues management; media relations; risks related to managing reputation; image management; missed opportunities to promote and meet success outcomes; intellectual property; social media management; confidentiality.	High	<ul style="list-style-type: none"> Ensure adequate HR dedicated to communication risks Create communications plan and matrix identifying responsibilities (including social media components) Policies to protect privacy, confidentiality and security of data and information (including back-up of data by off-site staff) Program Directors to regularly assess and advise ED of communication risks associated with their program area. Crisis management plan 	ED and Board ED and Board (in absence of Public Relations Dr.) ED and Board Program Directors	Having up-to-date policies in place can help to reduce these risks – ensuring that policies are not outdated is a critical aspect of managing IT related risks. Anticipating communication risks will allow CCS to prepare for contingencies and plan to address issues. Planning ahead of time what CCS will do in the event of a crisis and ensuring that its key staff and volunteers are aware of what to do when a crisis happens is a critical aspect of managing communications-related risks.
External Risks Risks that are not in direct CCS/CCC control – government funding frameworks, involvement in Canadian Snowsports Association, WinSport partnership.	Moderate	<ul style="list-style-type: none"> Continually monitor external environment for risks and adapt as required 	ED and Board	By analyzing these risks in a thoughtful and proactive manner, CCS may be able to communicate more effectively with external partners to help avoid, reduce or eliminate risks in this category.
Governance Risks Risks related to decision-making and	Moderate	<ul style="list-style-type: none"> Board Governance Policy Board Member Job Descriptions 	Board Board	Many of these risks can be avoided by ensuring that people

oversight; organizational structure and performance; management of conflict among members, staff and volunteers; succession planning for Board and committees; by-laws and charitable status.		<ul style="list-style-type: none"> Committee Terms of Reference Grievance, dispute resolution and appeal policies Nominating practices 	<p>Board</p> <p>ED</p>	have access to the information they need to make better decisions. Using CCS's values in a more proactive manner can help ensure that decisions reflect CCS's culture.
<p>Financial Risks</p> <p>Risks related to management of good financial practices; minimizing unethical practices; greater flexibility to direct funds; sponsorship retention; management of an endowment funds; long-term financial sustainability.</p>	Moderate	<ul style="list-style-type: none"> Independent financial audit Credit card policy Variance reporting Conflict of interest policy Volunteer screening Sponsorship policy and servicing 	<p>ED Finance Dr.</p> <p>Finance Dr.</p> <p>Board</p> <p>ED, Clubs</p> <p>Board, Finance Dr.</p>	Communicating expectations and standards is a critical aspect of managing this risk.
<p>Strategic Risks</p> <p>Internal risks within CCC control taking into account strengths, weaknesses, opportunities, aspirations and results; remaining vital and relevant; accommodating current trends; planning for the future; retention and transfer of knowledge; staff and volunteer succession.</p>	Low	<ul style="list-style-type: none"> Strong commitment to strategic planning process Place priority on identification, recruitment and retention of key volunteers and staff 	<p>Board</p> <p>Board/ED</p>	CCS will continue to assess the environment when making decisions. Using environmental scan analysis enriches the decision-making process and further assists CCS in managing risks in an informed manner.