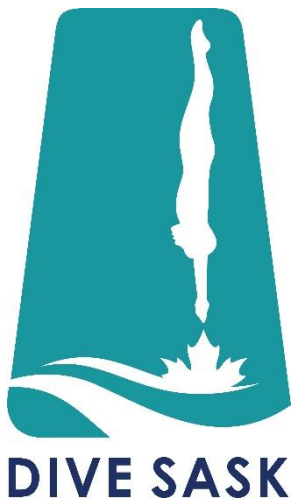


# Operational Policy Manual

*Revised January, 2024*



To print a section or page of the digital version of this document, you must indicate which page and which section. With your cursor in the section you want to print, look in the lower left corner and you will see the current page number and the current section number. Go to the print menu, and in the page range box indicate the page and section by typing p#s#. For instance, to print all of Section 1 you would type s1 in the page range box. To print the first ten pages of section 1 you would type p1s1-p10s1. Hope this helps!

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# 1. MISSION & VISION

## A. OBJECTIVES

- a. to promote, teach, foster, encourage, and improve the sport and art of diving
- b. to stimulate public opinion in favour of providing proper accommodation, adequate facilities, trained instructors for teaching and developing the sport and art of diving
- c. to construct, publish and enforce laws for control and regulation of amateur diving within its jurisdiction and to deal with any infringements thereof
- d. to act as the sport governing body for diving with Sask Sport in the Province of Saskatchewan and as the representative for Saskatchewan with Diving Plongeon Canada and Federation International de Natation Amateur
- e. To act as liaison with affiliated groups and other sports governing bodies to promote the sport and art of diving, both competitive and recreational

## B. VALUES

<u>VALUE</u>	<u>BEHAVIOUR</u>
Athlete Centric	Needs of the athlete always come first Opportunities available for participation at all levels
Integrity & Honesty	Respect opinions of all members Transparent Accountable
Respect	Confidential Considerate Value worth of all members Diplomatic
Fair Play	Consistency Follow the Rules Equal Opportunity
Innovation	Risk based Think outside the box Embrace new technologies and ideas
Excellence	Professional & realistic goal setting High standards of performance in every area
Teamwork	Collaborative Collective decision making Shared responsibility
Safety	Physical and emotional standards and boundaries

### **C. MISSION STATEMENT**

Dive Sask is committed to develop and promote safe diving and opportunities for self-fulfillment and the pursuit of excellence at all levels.

### **D. VISION STATEMENT**

Diving is a highly visible, dynamic and rewarding sport in our communities. Our high standards of excellence and integrity create leadership at all levels of diving, coaching, officiating, volunteerism and administration.

## 2. BYLAWS

### A. NAME

The name of the organization is Dive Sask and shall be referred herein as Dive Sask.

### B. MEMBERSHIP

1. Membership shall be open to any person interested in furthering and promoting the objectives of Dive Sask as set forth in the Policy Handbook
2. Membership shall be granted upon application to the Board of Directors and payment of the appropriate fee.
3. Classes of membership are:
  - a. Club members – all amateur diving clubs (as defined in Chapter H-3 of the Diving/Plongeon Handbook and Rule Book) in Saskatchewan in good standing,
  - b. Regular members – all coaches, officials, competitive divers, and parents who have legal custody or the legal guardians of competitive divers. Competitive divers are those divers who compete in an approved and Dive Sask sanctioned competition;
  - c. Recreational members – all divers who are not competitive divers; and includes those divers who train at a local level and do not train for competition in Dive Sask sanctioned competitions;
  - d. Associated members – all other interested parties;
  - e. Honourary members – all individuals approved by the Board of Directors.
4. Only club members and associated members who sit on the Dive Sask Board of Directors shall have the privilege to vote at the annual meeting of Dive Sask or any general or special meetings called by Dive Sask. Voting shall be reserved for those members over eighteen (18) years of age.
5. A club member shall be in good standing on registering as a club and paying the appropriate fee. At any general or special meeting called by Dive Sask, a club is entitled to votes as follows:
  - Clubs with 1 to 99 divers shall have one vote
  - Clubs with 100 divers or more shall have 2 votes
  - a. The number of divers for each club shall be based on the registration numbers as of August 31<sup>st</sup> of the previous year.
6. Any member may withdraw from membership at any time by notice to the Board of Directors but upon withdrawal, the member shall not be entitled to a refund of any portion of the fees paid.

### C. FEES

1. The affiliation fee for each amateur diver (regular members) shall be paid prior to said member forwarding his/her entry to his/her first sanctioned competition of the current registration year, subject however to paragraph 3.5.

2. In the event that any club member, regular member or associate member does not pay his/her affiliation fee by October 15 of each year, the Board of Directors may increase the fee to a maximum of 100% of the fee. There shall be no penalty for late registration of recreational members. It is understood that all club members will register their recreational members, and it shall be a condition of insurance coverage that a club register its recreational members.

#### **D. THE DIRECTORS**

1. The affairs and business of Dive Sask shall be governed by the Board of Directors.
2. The Board of Directors shall consist of a minimum of 5 and a maximum of 6 members.
3. Election of Officers - Elections for the office of Chair, Vice Chair, Secretary and committee chairs shall be held annually at the first Board meeting of the fiscal year. All elections are for a one-year term, commencing at the end of the meeting at which the election took place.
4. Authority - the Board's sources of **strategic/operational authority** are the members of Dive Sask. Other stakeholders – the donors, the strategic partners and the clients – have a voice in determining the future, but without vote. The Board's sources of **legal/regulatory authority** are the governmental authorities where Dive Sask is registered and where its services are delivered. National and regional organizations of which Dive Sask is a member may also have regulatory authority (Diving Plongeon Canada, Sask Sport). The Board's sources of **moral authority** are the members of Dive Sask and the appropriate government agencies and departments.
5. Limitations of Authority - In exercising its moral authority and its legal and regulatory authority, the Board may not cause or allow Dive Sask to be in violation of the laws in the countries where it is registered and operates (the City of Regina, the Province of Saskatchewan and the Dominion of Canada). In exercising its strategic/operational authority the Board may not cause or allow Dive Sask to be in violation of the Bylaws of Dive Sask.
6. Responsibilities - the responsibilities of governance of the Board are to:
  - a. Design the Board's structure and governance processes
  - b. Provide strategic leadership by determining Dive Sask's values, beneficiaries and services, vision, mission and priorities
  - c. Delegate management authority and responsibility to the Executive Director (ED)
  - d. Monitor risk management and performance and measure strategic results.
7. Expectations - the expectations of the Board are described in its strategic plans and in the annual strategic goals of Dive Sask and in the annual tactical goals of the Board. In fulfilling its strategic and operational responsibility the Board shall seek and respect the counsel of its stakeholders in its strategic planning process and in its governance of the strategic mission and priorities.
8. Accountabilities - the Board is accountable to the members of Dive Sask and to the appropriate governmental and regulatory authorities. The Board's accountability will be exercised by the submission of required documentation to government authorities and by clear and true reporting to all of its stakeholders: members, employees and volunteers, donors, strategic

partners and clients.

- a. Government of Canada
    - Income Tax Return (T2)
  - b. Government of Saskatchewan
    - Annual Return
    - Audited Financial Statement
  - c. Members and Employees
    - Annual Report
    - Audited Financial Statement
    - Access to Board minutes
  - d. Sask Sport
    - Audited Financial Statement
    - Annual Strategic Plan and Budget
    - Sport Profile and Follow Up
    - MAP Grant Policies
  - e. Diving Plongeon Canada
    - Annual Report
    - Membership lists
9. The Board of Directors shall meet as often as may be necessary, and no less than four times per year.
  10. Meetings of the Board of Directors shall be open meeting and all members shall be entitled to attend. The Board Chair may upon motion of the Board exclude any non-Board member for purposes of discussion and voting on any motion.
  11. Each of the directors shall have one vote. In the event of a tie, the vote will have deemed to have failed.
  12. The directors shall be elected at the Annual General Meeting of Dive Sask except for the Executive Director and the Dive Sask High Performance Coaches.
  13. The term of office for all of the Board of Directors shall be two years unless terminated earlier as provided herein. Three directors shall be elected in even numbered years. Three directors shall be elected in odd numbered years.
  14. Any individual being a regular member or associate member may be nominated for the Board of Directors provided that each such member has accepted a nomination in writing and that person's nomination has been mailed to the secretary prior to the Annual General Meeting. The nomination for a directorship may be made on the floor at the Annual General Meeting provided that the nominee has accepted said nomination.
  15. No director shall hold the same office longer than a period of four consecutive years except with the consent of the membership at the annual general meeting.
  16. Any vacancy occurring in any office shall be filled by appointment by the Board of Directors and such director shall hold office for the unexpired term of the director whom he/she

replaced.

17. Any director may be removed from his/her position by a two thirds majority vote at a general meeting of Dive Sask, provided ten (10) days notice has been sent to all members of Dive Sask of the special general meeting where the vote to remove such person as a director shall be the sole business.
18. No director shall receive any remuneration whatever: but he/she may nevertheless be repaid for traveling or other expenses incurred in the course of duties.
19. The Executive Director and the Sask High Performance Coaches sit as ex officio members of the Board of Directors of Dive Sask.

## **E. MEETINGS**

1. The Annual General Meeting shall be held prior to January 31<sup>st</sup> of each year. The ~~President~~ *Board Chair* shall provide due notice of the date and location of the Annual General Meeting to all club members of Dive Sask at least fifteen (15) days in advance of the Annual General Meeting.
2. A general meeting of Dive Sask may be called by the Board of Directors at any time on fifteen (15) days written notice delivered by regular posted mail or electronically by email.
3. Special General Meetings of the Dive Sask membership shall be held at the request of twenty percent (20%) of the membership. Fifteen (15) days notice shall be given to all members of Dive Sask of the special general meeting along with a notice of the matter or resolution to be discussed and upon which **a decision is to be determined.**
4. There shall be no proxy vote at any meeting of Dive Sask.
5. Voting at all meetings of Dive Sask shall be by show of hands unless, on motion seconded and carried, a vote by ballot is requested.
6. In all voting matters at a meeting of the membership of Dive Sask, unless otherwise specified in these bylaws, the articles of Dive Sask, or *The Non-Profit Corporation Act*, a simple majority of those members present at the meeting shall prevail. In the event of a tie, the vote will be deemed to have failed. The Chair, by his own motion, by written request of any club or by carried motion of the members present at a meeting, may submit to a vote by mail, by telephone or by email on any appropriate business coming before the meeting.
7. A quorum at the Annual General Meeting, General Meeting or Special General Meeting shall be those members attending said meeting.

## **F. FISCAL PERIOD**

The fiscal period of Dive Sask shall be from and including October 1<sup>st</sup> to and including September 30<sup>th</sup> of the following year.

## **G. MEMBERSHIP YEAR**

The membership year shall be from and including September 1st to and including August 31st of the following year as per Diving Plongeon Canada (DPC) bylaws. In the event that DPC should change its membership year, Dive Sask shall amend its membership year to bring it into concurrence with DPC.

## **H. COMMITTEES**

In order to assist in the carrying out of the business of Dive Sask the Board of Directors may, from time to time, appoint such committees as it sees fit, and may appoint the chairperson there. The quorum for a meeting of such a committee shall be determined by the committee members.

## **I. DELEGATES**

Any member in good standing of Dive Sask shall be eligible to attend the annual general meeting of DPC, but only one member from Dive Sask, appointed by the Board of Directors shall vote on behalf of Dive Sask at the annual general meeting of DPC. Dive Sask members who attend the annual general meeting of DPC shall do so at their own expense unless the Board of Directors determines otherwise.

## **J. SIGNING OFFICERS**

The signing officers for Dive Sask shall be any two (2) of the executive director and Board directors.

## **K. NATIONAL AND INTERNATIONAL ASSOCIATIONS**

These bylaws apply to Dive Sask and its members. These bylaws and the Dive Sask policy handbook shall be interpreted to uphold objectives of Dive Sask, DPC, and World Aquatics. Where the Dive Sask bylaws and handbook do not govern or do not apply, the bylaws and Constitution of DPC shall apply. In situations where the DPC bylaws and Constitution do not apply, the rules, regulations and bylaws of World Aquatics shall apply.

## **L. RULES OF ORDER**

Roberts Rules of Order shall apply to all meetings of Dive Sask.

## **M. AMENDMENTS**

These bylaws may be amended at the annual General Meeting of Dive Sask or at a Special General Meeting called for the purpose of amending these bylaws, providing that notice in writing of the proposed amendments have been distributed to each club member of Dive Sask at least fifteen (15) days prior to such meeting.

All amendments to the bylaws shall be passed by majority vote of at least two thirds of the club membership and Board of Directors who are in attendance at the Annual General Meeting or Special General Meeting.

## **N. AUDITING AND INSPECTING OF BOOKS AND RECORDS**

Dive Sask shall keep proper books and records of its financial transactions and prepare a financial statement by a duly qualified accountant at least once a year for presentation at the Annual General Meeting.

The books and records of Dive Sask may be inspected by any member of Dive Sask at the Annual General Meeting or at any time at the registered office of Dive Sask upon giving reasonable notice and arranging for a time satisfactory to the Secretary-Treasurer.

**O. WINDING-UP**

In the event of dissolution of Dive Sask, its property and assets shall, after payment of all liabilities, and after consultation with the provincial government agency responsible for sport, be disposed of to public or university aquatic facilities.

### 3. CLUB MEMBERSHIP

#### A. REGISTRATION

1. The registration year for Dive Sask is September 1 to August 31.
2. Registration and fees are to be submitted by October 15<sup>th</sup> of each year. Should a club add new members and/or upgrade a level of a current member, these should also be reported to Dive Sask.
3. Members must be registered via Interpodia (H20Reg) except for Summer Clubs who may register members via Map Grant Follow Up Forms.
4. Individual Registration must include each participant's name, address, city, postal code, phone number and birth date.
5. Participants may register in more than one category, with fee payable due only on the **highest** cost registration level.
6. In order to be covered by our insurance policies, and receive technical and financial assistance, all members must be registered (paid) with Dive Sask.

#### B. FEES

1. Clubs
  - a. Member Club \$250
  - b. Summer Club \$50
2. Coaches
  - a. Instructor, Provincial & National \$40
3. Athletes
  - a. Competitive Divers
    - Pre Competitive & JD \$20
    - Provincial – Novice \$40
    - Jr National \$50
    - Sr National \$75
  - b. Non-Competitive Divers
    - Learn to Dive or Recreational \$10
    - Summer Camp Rec Diver \$1
    -
4. Officials \$15
5. Associated Member \$5
  - Honorary Member No Fee
  - Dive Sask Board Member No Fee

## **C. TRANSFER POLICY**

At the beginning of a registration season, a diver can change club affiliation by simply registering with the new club.

The athlete who transfers during the season (September to August) from one club to another, must have a written release from their current club. The National Office must receive this release along with the new registration from the provincial section before he/she can dive in any DPC sanctioned meet as a representative of the new club.

When the athlete is unable to receive a written release from a club, he/she may apply to the provincial section to register as an unattached diver. In this circumstance the athlete must dive unattached for ninety (90) days or until the end of the diving season (August 31<sup>st</sup>) whichever comes first. The change of affiliation is effective as of the post-marked date on the request letter. He/she will be assessed an unattached registration fee of \$40, by the provincial section (50% of the fee will be sent to National Office).

A diver is permitted one transfer per season.

## **D. INSURANCE**

Each member of Dive Sask (clubs and individuals) will automatically be included in the Liability and Accident Insurance program. A copy of the current insurance policy will be sent to each club annually and will be posted on the Dive Sask website.

In case of any type of physical accident, an Accident Claim Form must be completed by the parents and coach, signed by a doctor and returned to the Dive Sask office within 21 days of the accident in order to ensure that the form is received by the Insurance Company before 30 days have elapsed. Game Day Accident Claim forms can be found on the Dive Sask website and should be available at every club.

## **E. CLUB GRANTS – See Section 8 for details**

### **1. MEMBERSHIP ASSISTANCE PROGRAM (MAP) GRANT**

All registered member clubs are entitled to receive funding under the Membership Assistance Program grant as administered by Sask Sport and Saskatchewan Lotteries. See Section 8 for criteria.

### **2. HOSTING GRANT**

- a. Learn to Dive Competitions
- b. Novice/Tier 2 Competitions
- c. National Qualifying Competitions
- d. National Championships or other International Competitions

The amounts of these grants will be determined annually by the Executive Director and will be paid out to the club upon receipt of a Follow up report.

## **F. CLUB DEADLINES**

Club Membership & Fees

October 15<sup>th</sup> (fall session)

February 15<sup>th</sup> (winter session)

May 15<sup>th</sup> (spring session)  
September 1<sup>st</sup> (summer session)

Volunteer Award Nominations  
Post Secondary Scholarship Application

September 30<sup>th</sup>  
September 1<sup>st</sup>

### **G. SANCTIONED EVENTS**

All club programs including regular training, competitions, clinics, social events, fundraising events, and visiting groups will be considered sanctioned by Dive Sask upon submission of appropriate Sanction form and will therefore be included in the club liability insurance. Only registered Dive Sask members will be included in the Accident insurance.

**Sanction Form**

*To be developed*

## 4. STAFF AND OPERATIONAL COMMITTEES

Note: Details of responsibilities, accountabilities and limitations can be found in the Governance Manual Section GP-3.

### B. EXECUTIVE DIRECTOR

1. Responsibilities - it is the ED's responsibility to lead the processes of planning, resource development and management of Dive Sask. Specifically s/he shall:
  - a. Develop and manage the **human resources** of Dive Sask in order to achieve the mission of Dive Sask.
    - Make recommendations to the Board regarding needed staffing positions, job descriptions, work plans, etc.
    - Provide annual performance evaluations to all staff members
    - Ensure all staff members are receiving appropriate professional development opportunities and resources
    - Ensure all employees have up-to-date signed contracts
  - b. Develop and manage the **financial resources** of Dive Sask in order to achieve the mission of Dive Sask.
    - Manage day to day bookkeeping operations including arranging for annual audit
    - Manage the investment portfolio of all surplus and reserves
    - Keep appropriate accident, liability, and property insurance in place
    - Assist the Board with revenue development
  - c. Provide the Board with **organizational information** it needs for its governance responsibilities, including strategic planning, infrastructure, resource development, monitoring performance and measuring strategic results
    - Quarterly financial statements
    - Future financial forecasts
    - Membership statistical reporting
    - Sask Sport correspondence related to risk factors or strategic direction
    - DPC correspondence related to risk factors or strategic direction
    - Other???
  - d. Develop and maintain **healthy relationships** between the Board of Directors and the stakeholders, including members, staff and volunteers, clients and regulatory authorities
    - Act as liaison with Sask Sport, DPC, municipalities, member clubs, staff and other partners
    - Oversee the recognition of members through Awards programs such as Dive Sask annual awards, Sask Sport monthly and annual awards, Sask Sports Hall of Fame awards, Diving Canada awards, and others as appropriate
    - Act as resource base for member clubs in areas of Organizational development, human resource issues, risk management and discipline issues
    - Keep up to date membership lists
    - Develop and manage a communication plan including monthly enews, media releases, and rural newsletter

- e. • Prepare **tactical and financial plans** in compliance with the strategic plan and ED limitations and expectations policies
  - Present to the Board a long term operational plan (3 years) and an annual operational plan, including budget and calendar, that has been developed in partnership with other staff members and committees
  - Monitor and manage the current operational plan as related to the Outcomes set annually by the Board of Directors
  - Submit plan and budget to Sask Sport as required
  - Submit annual Follow Up report to Sask Sport as required

## 2. Accountability

- a. The Executive Director is accountable to the Board of Directors and will generally make contact with the Board through the Chair
- b. Details of such accountability and its limitations can be found in the Governance Manual GP-3.

## C. HIGH PERFORMANCE COACH(ES)

The positions of High Performance Coach (North) and High Performance Coach (South) are employment positions made possible by a strategic partnership between Dive Sask, a competitive club, and the full-time coach.

### 1. Responsibilities

- a. Develop and implement a province-wide **athlete** training and development framework: assess needs, design and develop content, deliver content and evaluate programs, projects and initiatives so that results are in line with the Dive Sask partnership's goals and objectives.
  - Development of a training framework for all Saskatchewan competitive athletes (beginner to HP), including training logs and diaries, recommended training hours, specific dryland and water drills and exercises, and appropriate Sports Science and Medicine schedules.
  - Development of standards and tests for athlete talent identification and placement.
  - Development of appropriate competition strategy and cycles, in order to ensure peaking at National/International experiences.
- b. Develop and implement a province-wide **coach** training and development framework: assess needs, design and develop content, deliver content and evaluate programs, projects and initiatives so that results are in line with the Dive Sask partnership's goals and objectives.
  - Development and delivery of identified coach training workshops, courses and mentoring opportunities (including but not limited to NCCP)
- c. A detailed workplan will be developed annually to direct the priorities of the coach for the upcoming year.

## 2. Accountability

- a. High Performance Coaches will be accountable to the Executive Director
- b. Because of the Tri-Party agreement signed by Dive Sask, the coach, and the specific competitive club where the coach is coaching, it is important that the Executive Director stay in regular contact with the Club president to ensure the coach is performing his/her duties at the club level.
- c. Each coach will receive an annual Performance Review.

## **D. SUMMER PROGRAM STAFF**

### 1. Responsibilities

- a. Responsible to recruit and conduct clinics in rural communities throughout Saskatchewan, as per Section 12.
- b. One clinician will be hired in the North and one clinician will be hired in the South
- c. The clinician will be responsible to book the clinics, conduct the clinics, collect and file MAP follow up forms, and ensure payment is received from all clinics.

### 2. Accountability

- a. Summer program clinicians are accountable to the Executive Director
- b. Clinicians must adhere to maximum numbers of clinics and payment as outlined in Section 12.

## **E. OPERATIONAL COMMITTEES**

### 1. The High Performance Committee shall:

- a. Be composed of the two High Performance coaches, the Executive Director and one additional member at large. The member at large should not be the parent of a current HP athlete.
- b. Choose one member to be the Chair of the meetings
- c. Keep accurate minutes of all meetings
- d. Make decisions related to Team Selection for such events as National Championships, Canada Games and HP Training Camps

### 2. The Officials Chair shall:

- a. Be accountable to the Dive Sask ED
- b. Assemble a committee or work independently
- c. Keep accurate minutes of all meetings (if committee) and forward to the Executive Director
- d. Keep an accurate record of all applicable diving rules
- e. Promote and administer the Provincial and National Officials Program in the Province of Saskatchewan
- f. Recruit and train judging officials

- g. Compile an annual budget proposal for consideration by the Executive Director
- h. Recommend clinics to be subsidized by the Dive Sask and any appropriate fees to be paid by attending persons to pay a portion of clinic costs
- i. Act as the liaison to Diving Canada Officials Program

## 5. RISK MANAGEMENT POLICIES

### A. CODE OF CONDUCT

#### 1. Definitions

a. The following terms have these meanings in this Code:

- “*Association*” – **Dive Sask**
- “*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, officials, volunteers, managers, administrators, committee members, and directors and officers of the Association
- “*Harassment*” – Behaviour that constitutes harassment is defined in Section 7(b)
- “*Workplace Harassment or Workplace Violence*” – Behaviour that constitutes workplace harassment and workplace violence is defined in Section 7(c)
- “*Sexual harassment*” – Behaviour that constitutes sexual harassment and workplace violence is defined in Section 7(d)

#### 2. Purpose

a. The purpose of this Code is to ensure a safe and positive environment by making Individuals aware that there is an expectation of appropriate behaviour consistent with this Code. The Association supports equal opportunity, prohibits discriminatory practices, and is committed to providing an environment in which all individuals are treated with respect and fairness.

#### 3. Application of this Code

- a. This Code applies to Individuals’ conduct during the Association’s business, activities, and events including, but not limited to, competitions, practices, training camps, travel associated with the Association’s activities, the Association’s office environment, and any meetings.
- b. This Code also applies to Individuals’ conduct outside of the Association’s business, activities, and events when such conduct adversely affects relationships within the Association and/or its Members (and its work and sport environment) and is detrimental to the image and reputation of the Association. Such jurisdiction will be determined by the Association at its sole discretion.
- c. An Individual who violates this Code may be subject to sanctions pursuant to the Association’s *Discipline and Complaints Policy*.
- d. An employee or contractor of the Association found to have breached this Code 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 could result in a warning, reprimand, access restrictions, suspension and other disciplinary actions up to and including termination of employment/contract.

#### 4. Responsibilities

##### a. Individuals have a responsibility to:

- Maintain and enhance the dignity and self-esteem of the Association members and other individuals by:
  - Demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex, and sexual orientation
  - Focusing comments or criticism appropriately and avoiding public criticism of Individual or the Association
  - Consistently demonstrating the spirit of sportsmanship, sport leadership, and ethical conduct
  - Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory
  - Consistently treating individuals fairly and reasonably
  - Ensuring adherence to the rules of the sport and the spirit of those rules
- Refrain from any behaviour that constitutes **harassment**. Types of behaviour that constitute harassment include, but are not limited to:
  - Written or verbal abuse, threats, or outbursts
  - The display of visual material which is offensive or which one ought to know is offensive
  - Unwelcome remarks, jokes, comments, innuendo, or taunts
  - Leering or other suggestive or obscene gestures
  - Condescending or patronizing behaviour which is intended to undermine self-esteem, diminish performance or adversely affect working conditions
  - Practical jokes which cause awkwardness or embarrassment, endanger a person's safety, or negatively affect performance
  - Any form of hazing
  - Unwanted physical contact including, but not limited to, touching, petting, pinching, or kissing
  - Unwelcome sexual flirtations, advances, requests, or invitations
  - Physical or sexual assault
  - Behaviours such as those described above that are not directed towards a specific individual or group but have the same effect of creating a negative or hostile environment
  - Retaliation or threats of retaliation against an individual who reports harassment
- Refrain from any behaviour that constitutes **Workplace Harassment or Workplace Violence**, where workplace harassment is defined as conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome; and where workplace violence is defined as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker. Workplace

matters should not be confused with legitimate, reasonable management actions that are part of the normal work function, including measures to correct performance deficiencies, such as placing someone on a performance improvement plan, or imposing discipline for workplace infractions. Types of behaviour that constitute workplace harassment or workplace violent include, but are not limited to:

*Workplace Harassment*

- Bullying
- Repeated offensive or intimidating phone calls or emails
- Inappropriate touching, advances, suggestions or requests
- Displaying or circulating offensive pictures, photographs or materials
- Psychological abuse
- Discrimination
- Intimidating words or conduct (offensive jokes or innuendos)
- Words or actions which are known or should reasonably be known to be offensive, embarrassing, humiliating, or demeaning
- 

*Workplace Violence*

- Verbal threats to attack a worker
- Sending to or leaving threatening notes or emails
- Making threatening physical gestures
- Wielding a weapon
- Hitting, pinching or unwanted touching which is not accidental
- Blocking normal movement or physical interference, with or without the use of equipment
- Sexual violence
- Any attempt to engage in the type of conduct outlined above
  
- Refrain from any behaviour that constitutes **Sexual Harassment**, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favours, or conduct of a sexual nature. Types of behaviour that constitute sexual harassment include, but are not limited to:
  - Sexist jokes
  - Display of sexually offensive material
  - Sexually degrading words used to describe a person
  - Inquiries or comments about a person's sex life
  - Unwelcome sexual flirtations, advances, or propositions
  - Persistent unwanted contact
  
- Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods. More specifically, the Association adopts and adheres to the Canadian Anti-Doping Program. The Association will respect any penalty enacted pursuant to a breach of the Canadian Anti-Doping Program, whether imposed by the Association or any other sport Association
  
- Refrain from associating with any person for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or supervision of the sport, who has incurred an anti-doping rule violation and is serving a sanction involving a period of ineligibility imposed pursuant to the Canadian Anti-

Doping Program and/or the World Anti-Doping Code and recognized by the Canadian Centre for Ethics in Sport (CCES)

- Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities
- Refrain from consuming recreational drugs while participating in Association programs, activities, competitions, or events. In the case of adults, take reasonable steps to manage the responsible consumption of alcohol in social situations associated with the Association's events
- Respect the property of others and not wilfully cause damage
- Adhere to all federal, provincial, municipal and host country laws
- Comply, at all times, with the Association's bylaws, policies, procedures, and rules and regulations, as adopted and amended from time to time
- When driving a vehicle with an Individual:
  - Not have his or her license suspended
  - Not be under the influence of alcohol, illegal drugs or substances
  - Have valid car insurance
- Refrain from engaging in deliberate cheating which is intended to manipulate the outcome of a competition and/or not offer or receive any bribe which is intended to manipulate the outcome of a competition.

## 5. Board/Committee Members

- a. In addition to section 7 (above), Association's Directors and Committee Members will have additional responsibilities to:
  - While conducting Dive Sask business, function primarily as a member of the board and/or committee(s) of Association; not as a member of any other particular member or constituency
  - Act with honesty and integrity and conduct themselves in a manner consistent with the nature and responsibilities of the Association's business and the maintenance of Individuals' confidence
  - Ensure that the Association's financial affairs are conducted in a responsible and transparent manner with due regard for all fiduciary responsibilities
  - Conduct themselves openly, professionally, lawfully and in good faith in the best interests of Association
  - Be independent and impartial and not be influenced by self-interest, outside pressure, expectation of reward, or fear of criticism
  - Behave with decorum appropriate to both circumstance and position
  - Keep informed about the Association's activities, the provincial sport community, and general trends in the sectors in which they operate
  - Exercise the degree of care, diligence, and skill required in the performance of their duties pursuant to the laws under which the Association is incorporated
  - Respect the confidentiality appropriate to issues of a sensitive nature

- Respect the decisions of the majority and resign if unable to do so
- Commit the time to attend meetings and be diligent in preparation for, and participation in, discussions at such meetings
- Have a thorough knowledge and understanding of all Association governance documents
- Conform to the bylaws and policies approved by Association

## 6. Coaches

a. In addition to section 7 (above), coaches have many additional responsibilities. The coach-athlete relationship is a privileged one and plays a critical role in the personal, sport, and athletic development of the athlete. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it, consciously or unconsciously. Coaches will:

- Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of the involved athletes
- Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes
- Communicate and cooperate with sport medicine professionals in the diagnosis, treatment, and management of athletes' medical and psychological treatments in order to avoid compromising the present and future health of athletes
- Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate
- Support the coaching staff of a training camp, provincial team, or national team; should an athlete qualify for participation with one of these programs
- Provide athletes (and the parents/guardians of minor athletes) with the information necessary to be involved in the decisions that affect the athlete
- Act in the best interest of the athlete's development as a whole person
- Comply with the Association's *Screening Policy*
- Report to the Association any ongoing criminal investigation, conviction, or existing bail conditions, including those for violence, child pornography, or possession, use, or sale of any illegal substance
- Under no circumstances provide, promote, or condone the use of drugs (other than properly prescribed medications) or performance-enhancing substances and, in the case of minors, alcohol and/or tobacco
- Respect athletes playing with other teams and, in dealings with them, not encroach upon topics or actions which are deemed to be within the realm of 'coaching', unless after first receiving approval from the coaches who are responsible for the athletes
- Dress professionally, neatly, and inoffensively
- Use inoffensive language, taking into account the audience being addressed
- Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy), informed participation, and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights

- Not engage in a sexual relationship with an athlete under 18 years old, or an intimate or sexual relationship with an athlete over the age of 18 if the coach is in a position of power, trust, or authority over the athlete
- Refrain from using their power or authority to coerce another person to engage in or tolerate sexual or harmful activities.
- Refrain from conduct that causes physical or emotional harm to Individuals
- Prevent the use of power or authority in an attempt, successful or not, to coerce another person to engage in or tolerate sexual activity.

## 7. Athletes

a. In addition to section 7 (above), athletes will have additional responsibilities to:

- Report any medical problems in a timely fashion, when such problems may limit their ability to travel, practice, or compete; or in the case of carded athletes, interfere with the athlete's ability to fulfill their carded athlete requirements
- Participate and appear on-time, well-nourished, and prepared to participate to their best abilities in all competitions, practices, training sessions, tryouts, tournaments, and events
- Properly represent themselves and not attempt to participate in a competition for which they are not eligible by reason of age, classification, or other reason
- Adhere to the Association's rules and requirements regarding clothing and equipment
- Act in a sportsmanlike manner and not display appearances of violence, foul language, or gestures to other athletes, officials, coaches, or spectators
- Dress in a manner representative of the Association; focusing on neatness, cleanliness, and discretion
- Act in accordance with the Association's policies and procedures and, when applicable, additional rules as outlined by coaches or managers

## 8. Officials

a. In addition to section 7 (above), officials will have additional responsibilities to:

- Maintain and update their knowledge of the rules and rules changes
- Work within the boundaries of their position's description while supporting the work of other officials
- Act as an ambassador of the Association by agreeing to enforce and abide by national and provincial rules and regulations
- Take ownership of actions and decisions made while officiating
- Respect the rights, dignity, and worth of all individuals
- Not publicly criticize other officials or any club or the Association
- Act openly, impartially, professionally, lawfully, and in good faith
- Be fair, equitable, considerate, independent, honest, and impartial in all dealings
- Respect the confidentiality required by issues of a sensitive nature, which may include ejections, defaults, forfeits, discipline processes, appeals, and specific information or data about Individuals
- Honour all assignments unless unable to do so by virtue of illness or personal emergency, and in these cases inform the assignor or the Association at the earliest possible time
- When writing reports, set out the true facts
- Dress in proper attire for officiating

## 9. Parents/Guardians and Spectators

- a. In addition to paragraph 7 above, Parents/Guardians and Spectators at events will:
- Encourage athletes to play by the rules and to resolve conflicts without resorting to hostility or violence
  - Condemn the use of violence in any form
  - Never ridicule a participant for making a mistake during a performance or practice
  - Provide positive comments that motivate and encourage participants continued effort
  - Respect the decisions and judgments of officials, and encourage athletes to do the same. Feedback on competition performances is provided by officials only to the coaching staff, so parents are encouraged to discuss any questions with your athlete's coach
  - Recognize that officials, coaches, executives and staff act in good faith, and in the best interests of the athletes and sport as a whole.
  - Respect the decisions and judgments of officials and coaches, and encourage athletes to do the same
  - Never question an officials' or staffs' judgment or honesty
  - Support all efforts to remove verbal and physical abuse, coercion, intimidation and sarcasm
  - Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers
  - Refrain from the use of bad language, nor harass competitors, coaches, officials, parents/guardians or other spectators

## **B. ATHLETE TRAVEL CODE OF CONDUCT**

All athletes attending diving competitions and camps must agree to abide by the Dive Sask Code of Conduct.

1. Participants additionally agree that:

- a. Athletes shall remain with the team delegation at all times.
- b. A nightly curfew will be established and observed.
- c. All meetings, training sessions, etc., will be attended.
- d. There will be no possession of or use of any illegal drugs.
- e. There shall be no possession of or use of alcohol by minors. Athletes who are legally able to consume alcohol shall take direction from the Team Manager and Team Coach as to the consumption of alcohol. There shall be no supplying of alcohol to minors.
- f. Any physical damage occurring to property (e.g. hotels, change rooms, vehicles, etc) shall be paid for by the responsible party.
- g. There will be no unacceptable behaviour, including:
  - Committing any act which would be considered an offense under federal, provincial, local laws or rules and/or cause embarrassment to your team, club, coach or association
  - Gross misbehaviour
  - Unsportsmanlike conduct

Persons present while any of these prohibited activities occur must leave immediately or be considered a participant by choice. Any person observing or having knowledge of any activity, which may result in bodily harm, must report such activity to the team supervisor.

These requirements will be in effect from the time the camp/tournament/competition is assembled until the participants return home.

2. Violations of the above may entail, depending upon circumstances, the following:

- a. Full or partial restriction of participation in diving activities
- b. Sent home at his/her expense
- c. Fined (amount set by the Dive Sask Disciplinary Committee)
- d. Loss of opportunity to be selected as a member of the Provincial or National Development Team or as a participant in Provincial, Regional or National Competitions
- e. Loss of Athlete Assistance funding
- f. Any combination of the above

3. Provincial Team Travel

Policies and regulations apply to provincial teams, club teams, coaches, officials and managers travelling at Dive Sask expense or through Dive Sask grant allocations to their respective clubs. Dive Sask considers the Team Manager to be the head of the travelling delegation.

- a. Responsibilities of the team coach extend past the actual competition. Coaches are responsible for their athletes at all times, and must cooperate with the team manager at all times.
- b. If a conflict occurs in regard to the safety and well being of an athlete, the Team manager will make the final decision.
- c. Vandalism will not be tolerated - the Team Manager shall have full authority to return the individual(s) home at his/her expense. The repair costs for vandalism shall be the athlete's expense

- d. An athlete must not leave the care of the delegation without approval of the Team Manager and coach
- e. All team members are expected to cooperate with the Team Manager at all times
- f. All members of the delegation must follow the Code of Conduct of Dive Sask
- g. An athlete's waiver form must be signed by the athlete and parent/guardian if and when required by Dive Sask.
- h. Any incidents of discipline and/or disregard for the Code of Conduct will be reported in writing to the Executive Director of Dive Sask by the Team Coach or Manager upon completion of the trip. All parties involved will receive written copies and will be given the opportunity to respond in writing.

## C. DISPUTE RESOLUTION POLICY

### 1. Definitions

- a. The following terms have these meanings in this Policy:
  - “Association” – **Dive Sask**
  - “In writing” - A letter, fax or email sent directly to the Association.

### 2. Purpose

- a. 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.
- b. 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.

### 3. Application of this Policy

- a. 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.

### 4. Facilitation and Mediation

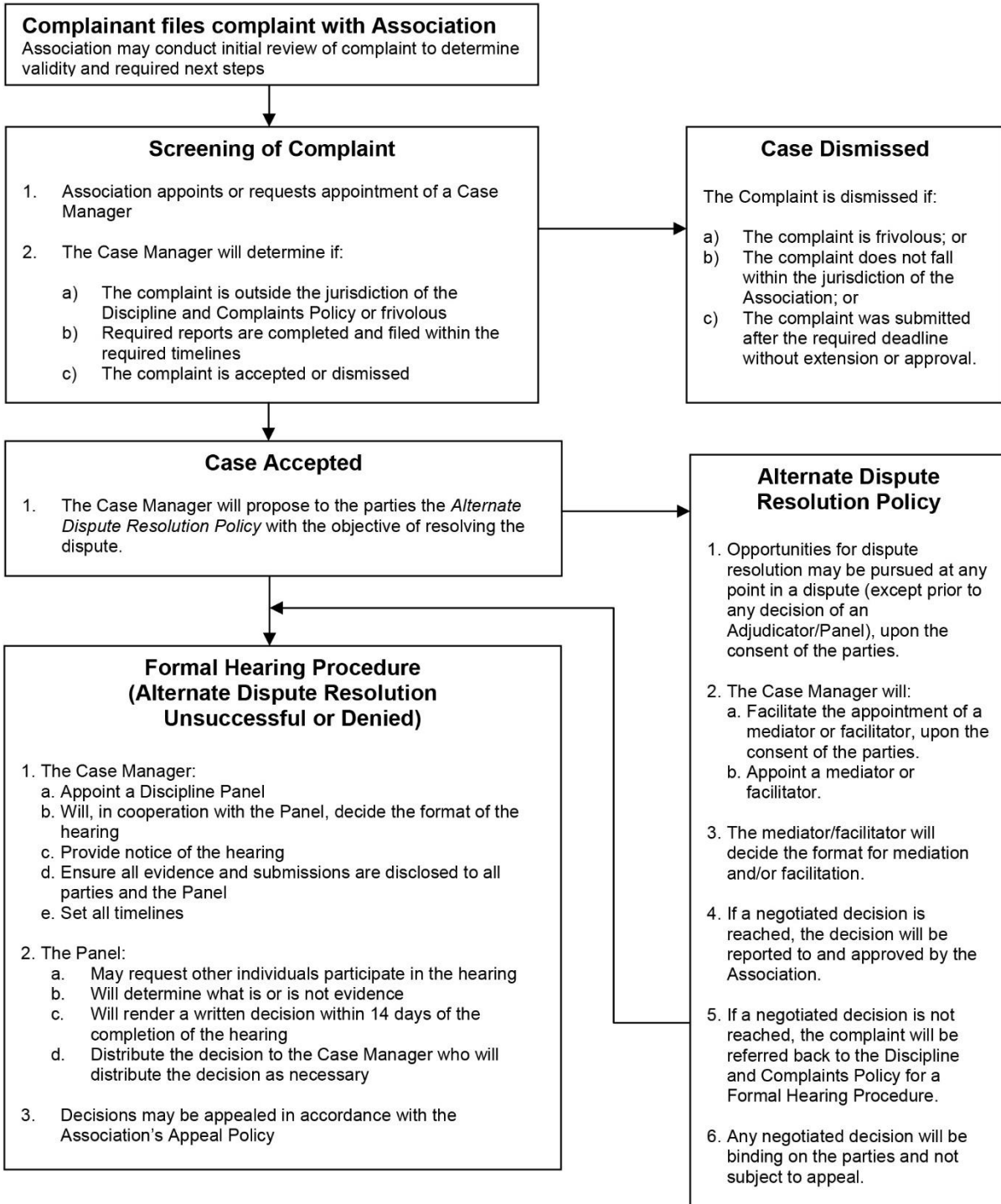
- a. If all parties to a dispute agree to Alternate Dispute Resolution, a mediator or facilitator shall be appointed by the Association and/or the Case Manager to mediate or facilitate the dispute.
- b. The mediator or facilitator shall decide the format under which the dispute shall be mediated or facilitated.
- c. The final decision will be communicated by the mediator or facilitator to the parties and the Association.
- d. Should a negotiated decision be reached, the decision shall be reported to, and approved by the Association.
- e. 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*.
- f. The costs of mediation and facilitation will be shared equally by the parties or paid by the Association upon the Association’s sole discretion.

### 5. Final and Binding

- a. Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.
- b. 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.

## D. DISCIPLINE & COMPLAINTS POLICY

# Discipline and Complaints Policy Flowchart



## 1. Definitions

- a. The following terms have these meanings in this Policy:
  - “*Association*” – **Dive Sask**
  - “*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”.
  - “*Complainant*” – The Party alleging an infraction
  - “*Days*” – Days including weekend and holidays
  - “*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
  - “*In writing*” – A letter, fax or email sent directly to the Association.
  - “*Respondent*” – The alleged infracting Party

## 2. Purpose

- a. 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.

## 3. Application of this Policy

- a. 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.
- b. This Policies 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.
- c. 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.
- d. 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.

#### 4. Reporting a Complaint

- a. 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 by email or mail to:

**DIVE SASK EXECUTIVE DIRECTOR**  
1870 Lorne St Regina SK S4P 2L7  
info@divesask.ca

- b. 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.
- c. 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.
- d. Resignation or lapsing of membership after a complaint is filed does not preclude disciplinary proceedings being pursued under this policy.
- e. Upon receiving a complaint, the Association will review the complaint to determine validity and required next steps.

#### 5. Case Manager

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

#### 6. Procedures

- a. If the Case Manager determines the complaint is:
  - Frivolous or outside the jurisdiction of this Policy, the complaint will be dismissed immediately.
  - 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.

- b. The Case Manager's decision to accept or dismiss the complaint may not be appealed.
- c. The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.
- d. 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.
- e. 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:
  - 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
  - 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
  - The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
  - The Discipline Panel may request that any other individual participate and give evidence at the hearing
  - 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
  - The decision will be by a majority vote of the Discipline Panel
- f. 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.
- g. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
- h. If a decision affects a 3<sup>rd</sup> party to the extent that the 3<sup>rd</sup> party would have recourse to a complaint or an appeal in their own right, that 3<sup>rd</sup> party will become a party and apart of the complaint procedure to the complaint in question and will be bound by the decision.
- i. In fulfilling its duties, the Panel may obtain independent advice.

## 7. Decision

- a. 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.

## 8. Sanctions

- a. The Panel may apply the following disciplinary sanctions, singularly or in combination:
  - Verbal or written reprimand
  - Verbal or written apology
  - Service or other contribution to the Association
  - Removal of certain privileges
  - Suspension from certain teams, events, and/or activities
  - Suspension from all Association activities for a designated period of time
  - Withholding of prize money or awards
  - Payment of the cost of repairs for property damage
  - Suspension of funding from the Association or from other sources
  - Expulsion from the Association
  - Any other sanction considered appropriate for the offense
- b. 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.
- c. Infractions that result in discipline will be recorded and records will be maintained by the Association.

## 9. Suspension Pending a Hearing

- a. 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.

## 10. Criminal Convictions

- a. 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:
  - Any child pornography offences
  - Any sexual offences
  - Any offence of physical violence
  - Any offence of assault
  - Any offence involving trafficking of illegal drugs

#### 11. Confidentiality

- a. 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.

#### 12. Timelines

- a. 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.

#### 13. Records and Distribution of Decisions

- a. 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.

#### 14. Appeals Procedure

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

## **Appendix 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 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.
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
  - 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

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, but are not limited to:
  - a) In person
  - b) Conference call
  - c) Written submissions
  - d) Conference call plus 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.

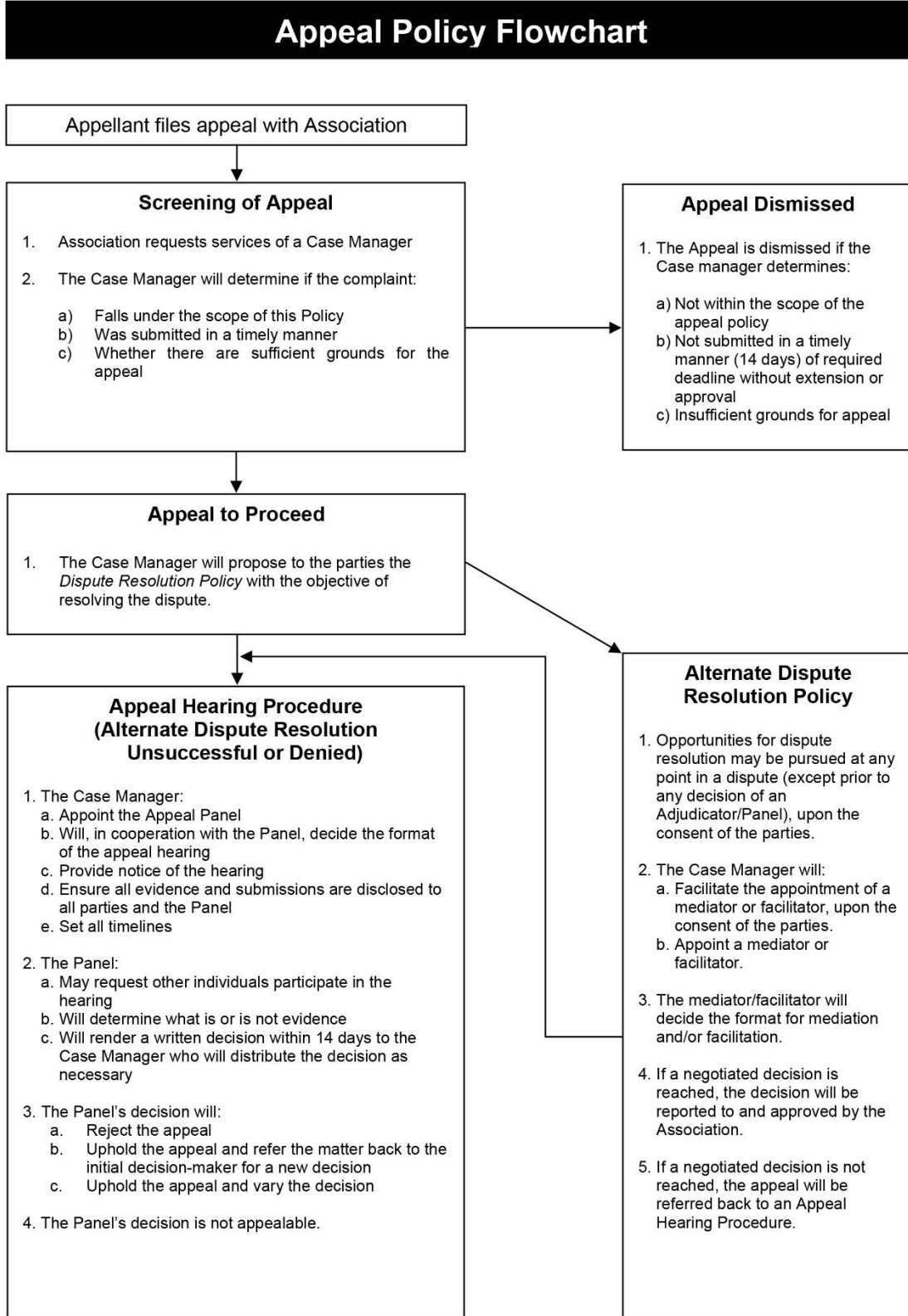
## **Communication**

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.

## E. APPEALS POLICY



## 1. Definitions

### a. The following terms have these meanings in this Policy:

- “*Appellant*” – The Party appealing a decision
- “*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.
- “*Association*” – [Dive Sask](#)
- “*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”.
- “*Days*” – Days including weekend and holidays
- “*In writing*” – A letter, fax or email sent directly to the Association.
- “*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
- “*Respondent*” – The body whose decision is being appealed

## 2. Purpose

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

## 3. Scope and Application of this Policy

- ### a. 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.
- ### b. This Policy will not apply to decisions relating to:
- Employment
  - Infractions for doping offenses
  - The rules of the sport
  - Budgeting and budget implementation
  - Operational structure and committee appointments
  - Volunteer appointments and the withdrawal of termination of those appointments
  - 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)
  - Commercial matters
  - Decisions made under this Policy

#### 4. Timing and Conditions of Appeal

- a. 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:
  - Notice of the intention to appeal
  - Contact information and status of the Appellant
  - Name of the Respondent and any affected parties, when known to the Appellant
  - Date the Appellant was advised of the decision being appealed
  - A copy of the decision being appealed, or description of decision if written document is not available
  - Grounds for the appeal
  - Detailed reasons for the appeal
  - All evidence that supports the appeal
  - Requested remedy or remedies
  - An appeal fee of five hundred dollars (\$500) which will be refunded if the appeal is successful, or forfeited if the appeal is denied. Cheques should be payable to Dive Sask.
- b. 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.

#### 5. Appeals should be submitted by mail or email to:

DIVE SASK EXECUTIVE DIRECTOR  
1870 Lorne St Regina S4P 2L7  
info@divesask.ca

#### 6. Case Manager

- a. 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. The Appeals Case Manager will be a different person than the original complaint Case Manager.

#### 7. Grounds for Appeal

- a. 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:
  - Made a decision that it did not have the authority or jurisdiction (as set out in the Respondent's governing documents)
  - Failed to follow its own procedures (as set out in the Respondent's governing documents)
  - 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)
  - Made a decision that was grossly unreasonable

- b. 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.

#### 8. Alternate Dispute Resolution

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

#### 9. Screening of Appeal

- a. Should the appeal not be resolved by using the *Alternate Dispute Resolution Policy*, the Case Manager will have the following responsibilities:
  - Determine if the appeal falls under the scope of this Policy
  - Determine if the appeal was submitted in a timely manner
  - Decide whether there are sufficient grounds for the appeal

10. 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 Appeal Committee of the reasons for this decision. This decision may not be appealed.

11. If the Appeal Panel 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.

12. The Case Manager will establish and adhere to timeframes that ensure procedural fairness and that the matter is heard in a timely fashion.

#### 13. Procedure for Appeal Hearing

- a. 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.
- b. 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:
  - The hearing will be held within a timeline determined by the Case Manager or the Panel
  - 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

- 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
  - The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense
  - The Panel may request that any other individual participate and give evidence at the hearing
  - 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
  - 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
  - The decision to uphold or reject the appeal will be by a majority vote of the Panel
- c. The hearing will proceed in any event, even if a Party chooses not to participate in the hearing.
- d. In fulfilling its duties, the Panel may obtain independent advice.

#### 14. Appeal Decision

- a. 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:
- Reject the appeal and confirm the decision being appealed
  - Uphold the appeal and refer the matter back to the initial decision-maker for a new decision
  - Uphold the appeal and vary the decision
- b. 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.

#### 15. Confidentiality

- a. 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.

#### 16. Final and Binding

- a. The decision of the Panel will be binding on the Parties and on all the Association's Individuals.
- b. 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

## F. 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.

*Disclaimer – The information in this supplement is intended as general legal information only and should not form the basis of legal advice or opinion of any kind. Readers seeking legal advice should consult with a lawyer.*

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### 1. 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*.

#### 2. 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.

#### 3. 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:

- a. 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;
- b. 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;
- c. 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
- d. 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*).

#### 4. 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.

#### 5. 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.

### 6. 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.

### 7. 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.

#### a. 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.

#### b. 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.

### c. 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 prejudgment. 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.

## 8. Identifying the issues

### a. 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.

## 9. Starting the hearing

a. 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).

## 10. Controlling the hearing

a. 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.

#### b. 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.

#### c. 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.

### 11. 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 intervener 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.

### 12. 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.

a. 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.

13. 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.

14. Evidence

a. 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 an Panels, 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.

## 15. Making the Decision

### a. 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.

### b. 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.

### c. 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:

- d. 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.
- e. In a *selection* matter, the Panel will be asked to determine if the athlete or coach has met the selection criteria.
- f. 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.

## 16. 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.

a. 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.

b. 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.

## 17. 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.

### a. 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.

b. 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.

18. 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.

19. Summary - In summary, effective dispute management involves two elements:

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

## Appendix 1:

### 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 2:**

***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

## G. CONFLICT OF INTEREST POLICY

### 1. Definitions

a. The following terms have these meanings in this Policy:

- “Association” – [Dive Sask](#)
- “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.
- “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
- “In writing”- A letter, fax or email sent directly to the Association.
- “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.
- “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.

### 2. Background

a. 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.

### 3. Purpose

- a. 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.
- b. This Policy applies to all Individuals.

### 4. Obligations

- a. 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.
- b. Individuals will not:
- 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.

- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.

#### 5. Disclosure of Conflict of Interest

- a. 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.
- b. 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.
- c. 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.

#### 6. Minimizing Conflicts of Interest in Decision-Making

- a. 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:
  - 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.
  - The Individual does not participate in discussion on the matter.
  - The Individual abstains from voting on the decision.
  - For board-level decisions, the Individual does not count toward quorum.
  - The decision is confirmed to be in the best interests of the Association.

- b. 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.

## 7. Conflict of Interest Complaints

- a. 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.
- b. The Association's Board decision as to whether or not a conflict of interest exists will be governed by the following procedures:
  - 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
  - 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
  - The decision will be by a majority vote of the Association's Board
- c. 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.

## 8. Decision

- a. 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.

## 9. Sanctions

- a. The Board may apply the following actions singly or in combination for real or perceived conflicts of interest:
  - Removal or temporary suspension of certain responsibilities or decision-making authority.
  - Removal or temporary suspension from a designated position.
  - Removal or temporary suspension from certain teams, events and/or activities.
  - Expulsion from the Association.
  - Other actions as may be considered appropriate for the real or perceived conflict of interest.
- b. 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*.
- c. Failure to comply with an action as determined by the Board will result in automatic suspension from the Association until compliance occurs.
- d. 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.

10. Enforcement

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



**COMPETITION WAIVER FORM**



I, \_\_\_\_\_, do hereby, for and on behalf of myself, my heirs, executors, and assigns, remise, release and forever discharge Dive Sask, its officers, members, representatives and agents, and their heirs, executors, administrators, successors, and assigns, of and from any and all manner of actions, causes of action, claims and demands of every kind, nature and character which I may have, now have or can, shall or may hereafter have, or which may be suffered or sustained by me in connection with my participation in competitions and Dive Sask events and my association herewith, including my travelling to and returning from said event, and all such actions, causes of action, claims and demands are hereby waived.

Competitor Name: \_\_\_\_\_

Name of Specific Competition or Dive Sask Events: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Age: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Tel: \_\_\_\_\_ (h) \_\_\_\_\_ (w)

I agree to accept and be bound by the terms of this agreement as a condition of attendance at the applicable Bowls Sask event, tournament, and playdown.

Signature: (athlete or parent/guardian if under 18) \_\_\_\_\_

Date: \_\_\_\_\_

Witness Signature: \_\_\_\_\_ Name of Witness: \_\_\_\_\_

**RELEASE FORM**



**Name:** (print child name) \_\_\_\_\_

If under 18 years of age, release form must be completed and signed by the team member's parent or legal guardian

I, the undersigned, as parent/legal guardian of the above referenced diving competitor, have reviewed this release with my child and believe that my child understands what is required of him/her by this release. I expressly agree the Dive Sask, its officers, members, representatives and agents, and their heirs, executors, administrators, successors, and assigns, shall not under any circumstances be under any liability to my child or me for any loss, damage or injury of any kind arising directly or indirectly from any act, neglect or fault (whether negligent or otherwise) on the part of Dive Sask and connected with my child's participation in competitions and Dive Sask events or any disciplinary action taken against my child by Dive Sask. I agree to indemnify Dive Sask, its officers, members, representatives and agents, and their heirs, executors, administrators, successors, and assigns, from and against all actions, suits, causes of action, proceedings, claims, demands, costs and expenses whatsoever which may be taken or made against Dive Sask or incurred by Dive Sask in conjunction with, or arising out of any such loss, damage or injury.

I give my consent, in the first instance, to Dive Sask, to make decisions concerning my child's medical care and treatment, and where necessary to authorize such treatment, in emergency situations and where every reasonable effort, in the circumstance, has been made to contact me regarding my child's medical status.

I agree to accept and be bound by the terms of this agreement as a condition of my child's attendance at the applicable Dive Sask event.

Parent/Legal Guardian Name: \_\_\_\_\_

Address: \_\_\_\_\_

E-mail: \_\_\_\_\_

Tel: \_\_\_\_\_ (h) \_\_\_\_\_ (w) \_\_\_\_\_ (c)

Signature of Parent/Guardian: \_\_\_\_\_

Date: \_\_\_\_\_

Witness Signature: \_\_\_\_\_ Name of Witness: \_\_\_\_\_



## 6. SCREENING POLICIES

**Organization** refers to: Dive Sask and all of its member clubs

### A. DEFINITIONS

1. The following terms have these meanings in this Policy:
  - a. “*Police Record Check*” – A search of the RCMP criminal records database to determine whether the individual has a criminal record (PRC)
  - b. “*Vulnerable Sector Check*” – A secondary part of the Police Record Check, for individuals who are volunteering in a vulnerable sector (such as with minor athletes or with persons with a disability), which also searches for the existence of any pardoned sex offenses and/or charges (VS)

### B. PURPOSE

1. The Organization understands that screening personnel and volunteers is a vital part of providing a safe sporting environment. The Organization is responsible, by law, to do everything reasonable to provide a safe and secure environment for participants in its programs, activities, and events. The purpose of screening is to identify individuals involved with the Organization’s activities who may pose a risk to the Organization and its participants.

### C. APPLICATION OF POLICY

1. This Policy applies to all individuals whose position with the Organization is one of trust or authority which may relate to, at a minimum, finances, supervision, young people, or people with a disability.
2. Not all individuals associated with the Organization will be required to undergo screening through a PRC-VS and a Screening Disclosure Form because not all positions pose a risk of harm to the Organization or to its participants. The Organization will determine which individuals will be subject to screening using the following guidelines
  - a. *Level 1: Financial and Administrative Staff and/or Volunteers* – Individuals involved in medium risk assignments who may be in a supervisory role, may direct others, or may be involved with financial/cash management. This would include Provincial or Club board members and administrative staff members. Members of this group will fall within the authority of either the Club or the Province based on the role they serve.
  - b. *Level 2: Coaches and Chaperones* – Individuals involved in high risk assignments who occupy positions of trust and/or authority as related to supervision of or access to minors. Examples:
    - All coaches – full or part time, paid or unpaid. Includes head coaches, assistant coaches and/or helpers. All Coaches fall under the authority of Dive Sask in relation to these Screening policies.
    - Travel Chaperones fall under the authority of the organization that is organizing the specific trip or event for which he or she is chaperoning.

## D. POLICY

1. It is the Organization's policy that:

a. **Level 1 individuals** will:

- Upon accepting the financial, leadership or administrative role, submit a current Criminal Record Check to either the President of the Club if the role is at the club level, or to the Executive Director of Dive Sask if the role is within the Provincial organization.
- Affirm annually to the Club President or the Provincial ED at the first meeting after the AGM, whether he/she has been charged with a criminal offense since the timing of the last PRC

b. **Coaches** will:

- Before resuming duties, provide a PRC-VS (if at the age of majority) to the Dive Sask Executive Director
- Complete an Application Form indicating that the individual has read and understands the policies and procedures including Code of Conduct and Dispute Resolution Policies for both the Club and Dive Sask as well as NCCP Certification requirements
- Take the Respect in Sport online module within 3 months of resuming duties,
- Participate in orientation as determined by the Organization(s)
- Provide a driver's abstract as determined by the Organization and if requested
- Annually, sign a Coach Declaration form indicating whether they have been arrested for any criminal offense since the time of last reporting
- Provide a new PRC-VS every 3 years

c. **Travel Chaperones** will:

- Before taking part in a team trip, provide a PRC-VS
- Complete an Application Form indicating that the individual has read and understands the Organization's policies and procedures including Code of Conduct, Travel Policies and Dispute Resolution Policies

2. Failure to participate in the screening process as outlined in this policy will result in the individual's ineligibility for the position sought.

3. When the Club President and/or Provincial ED is of the opinion that, notwithstanding a conviction, a person can occupy a position within the Organization without adversely affecting the safety of the Organization, any individual, athlete or member of the Organization through the imposition of such terms and conditions as are deemed appropriate, the President or ED may approve an individuals' participation.

4. If an individual subsequently receives a conviction for, or is found guilty of, an offense they will report this circumstance immediately to the Organization.

5. If an individual provides falsified or misleading information, the individual will immediately be removed from the Organization position and may be subject to further discipline in accordance with the Organization's discipline policies.

## **E. HOW TO OBTAIN A PRC OR PRC-VS**

1. Individuals may obtain a PRC-VSs by visiting an RCMP office or police station, submitting two pieces of government-issued identification (one of which must have a photo), and completing any required paperwork. Fees may also be required and may be reimbursed by the Organization upon the submission of a legitimate receipt and volunteer expense form.
2. Fingerprinting may be required if there is a positive match with the individual's gender and birth date.

## **F. PROCEDURE**

1. The Screening requirements defined in this policy will be submitted to the Organization in an envelope marked "Confidential":
2. If required, the Organization will provide a letter confirming the potential position within the Organization.
3. Individuals who do not undertake the screening requirements required by this policy will receive a notice to that effect and will be informed that their application and/or position will not proceed until such time as the screening requirements are followed.
4. The President and/or ED will review all submitted documents and determine if the individual has committed a relevant offense.
5. Subsequent to its' review, the President and/or ED, upon finding any charges that appear to be relevant may ask the Board of Directors to decide, by majority vote to:
  - a. Approve an individual's participation; or
  - b. Deny an individual's participation; or
  - c. Approve an individual's participation subject to terms and conditions as the Board deems appropriate
6. If an individual's documents do not reveal a relevant offense, the President/ED will advise that the individual is eligible. If an individual's documents reveal a relevant offense, the Board will render its decision and provide notice of its decision. After providing notice, the President/ED will return or destroy the PRC-VSs.
7. PRC-VSs are valid for a period of three years and Screening Disclosure Forms must be completed on an annual basis. However, the President/ED may request that an individual provide a PRC-VS or a Screening Disclosure Form for review and consideration at any time. Such request will be in writing and reasons will be provided for such a request.

## **G. RELEVANT OFFENSES**

1. Provided a pardon has not been granted, the following examples are considered to be relevant offenses

a. Level 1 Financial and Leadership Roles:

- If imposed at **any time**:
  - Any offense involving the possession, distribution, or sale of any child-related pornography
  - Any sexual offense
  - Any offense involving theft or fraud
  - Other???

b. Level 2 Coach and Chaperone Roles:

- If imposed in the last **three years**:
  - Any offense for trafficking and/or possession of drugs and/or narcotics
- If imposed in the last **five years**:
  - For Chaperones or Coaches who will be driving athletes: Any offense involving the use of a motor vehicle, including but not limited to impaired driving
  - Any offense involving conduct against public morals
- If imposed in the last **ten years**:
  - Any crime of violence including but not limited to, all forms of assault
  - Any offense involving a minor or minors
- If imposed at **any time**:
  - Any offense involving the possession, distribution, or sale of any child-related pornography
  - Any sexual offense
  - Any offense involving theft or fraud

## H. RECORDS

1. All records will be maintained in a confidential manner and will not be disclosed to others except as required by law, or for use in legal, quasi-legal, or disciplinary proceedings.

## I. CRIMINAL CONVICTIONS

1. An individual's conviction for any of the following *Criminal Code* offenses may result in expulsion from the Organization and/or removal from designated positions, competitions, programs, activities and events upon the sole discretion of the Organization:
  - a. Any offense of physical or psychological violence
  - b. Any crime of violence including but not limited to, all forms of assault
  - c. Any offense involving trafficking of illegal drugs
  - d. Any offense involving the possession, distribution, or sale of any child-related pornography
  - e. Any sexual offense
  - f. Any offense involving theft or fraud

## Coach Screening Disclosure Form

To be used upon hiring of the Coach

NAME:

\_\_\_\_\_

First Middle Last

OTHER NAMES YOU HAVE USED: \_\_\_\_\_

CURRENT PERMANENT ADDRESS:

\_\_\_\_\_

DATE OF BIRTH: \_\_\_\_\_ GENDER: \_\_\_\_\_

CLUB: \_\_\_\_\_ EMAIL: \_\_\_\_\_

**Note: Failure to disclose a conviction/sanction for which a pardon has not been granted may be considered an intentional omission and subject to failure of screening requirements as required by the Organization's *Screening Policy*.**

1. **Have you ever been convicted of a crime for which a pardon has not been granted, including possession or trafficking of an illegal substance?** Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe below for each conviction:

Name or Type of Offense: \_\_\_\_\_

Name and Jurisdiction of Court/Tribunal: \_\_\_\_\_

Year Convicted: \_\_\_\_\_

Penalty or Punishment Imposed: \_\_\_\_\_

Further Explanation: \_\_\_\_\_

\_\_\_\_\_

2. **Are criminal charges or any other sanctions, including those from a sport body, private tribunal or government agency, currently pending or threatened against you?** Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please explain for each pending charge:

Name or Type of Offense: \_\_\_\_\_

Name and Jurisdiction of Court/Tribunal: \_\_\_\_\_

Further Explanation: \_\_\_\_\_

\_\_\_\_\_

3. **Has any civil court made a finding, judgment or ruling against you, or have you entered into an out of court settlement relevant to the profession of coaching, diving, or any other sport?** Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe each finding, judgment or ruling below:

Civil Court Finding: \_\_\_\_\_ Out of Court Settlement: \_\_\_\_\_

Type of Offense or Finding: \_\_\_\_\_

Year of Offense or Settlement: \_\_\_\_\_

Penalty or Punishment Imposed: \_\_\_\_\_

Further Explanation: \_\_\_\_\_

\_\_\_\_\_

4. **Have you ever been the subject of a decision of a court or tribunal that might reflect adversely on the profession of coaching, diving, or any other sport?** Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe below:

Type of Offense: \_\_\_\_\_

Year of Decision: \_\_\_\_\_

Penalty or Punishment Imposed: \_\_\_\_\_

Further Explanation: \_\_\_\_\_

\_\_\_\_\_

5. **Have you ever been dismissed from a position due to allegations of ethical or moral misconduct?**

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe below:

Name of applicable Organization: \_\_\_\_\_

Date of Dismissal: \_\_\_\_\_

Reason for Dismissal: \_\_\_\_\_

\_\_\_\_\_

6. **Have you ever been disciplined or sanctioned by an international sport body, by a National sport governing body outside Canada, by the Organization, or by any other body within Canada that governs diving or any other sport?**

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe below:

Name of applicable Organization: \_\_\_\_\_

Date of Discipline or Sanction: \_\_\_\_\_

Reason for Discipline or Sanction: \_\_\_\_\_

\_\_\_\_\_

7. **Have you ever been disciplined or sanctioned by an independent body (sport body, private tribunal, government agency, etc.) for which a pardon has not been granted?**

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe below:

Name or Type of Offense: \_\_\_\_\_

Name and Independent Body: \_\_\_\_\_

Year Convicted: \_\_\_\_\_

Penalty or Punishment Imposed: \_\_\_\_\_

Further Explanation: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

For more than one conviction please attach additional page(s) as necessary.

### **Certification**

I hereby certify that the information contained in this application is accurate, correct, truthful and complete.

I further certify that I will immediately inform the Organization of any changes in circumstances that would alter my original responses to this Screening Disclosure Form. Failure to do so may result in termination of membership and/or further discipline.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **PRIVACY STATEMENT**

*By completing and submitting this Screening Disclosure Form, you consent and authorize the Organization to collect, use and disclose your personal information, including all information provided on the Screening Disclosure Form, Police Record Check and/or Vulnerable Sector Check for the purposes of screening, implementation of the Organization's Screening Policy, administering membership services and communicating with Diving Plongeon Canada, other National Sport Organizations, Provincial Sport Organizations, Sport Clubs, and other organizations involved in the governance of diving. The Organization does not distribute personal information for commercial purposes.*

## **ANNUAL COACH DISCLOSURE**

Since you last submitted a PRC-VS have you been charged with any crime or been sued by a civil court for any action related to the sport of diving or any other sport?

## **7. FINANCIAL POLICIES**

### **A. SASKATCHEWAN LOTTERIES**

Dive Sask receives Annual Funding, MAP Grant Funding, and other grants from Saskatchewan Lotteries Corporation as administered through Sask Sport Inc. These funds must be used in accordance with the policies provided by Sask Sport. A multi-year operational plan and budget must be submitted by August 15<sup>th</sup> of each year, and a Follow Up Report must be submitted by Jan 1<sup>st</sup>. The enclosed chart (page 7-5) shows the required spending breakdown of this Annual Funding amount.

### **B. STAFF & VOLUNTEER REIMBURSEMENT POLICY**

Staff and volunteers are reimbursed for expenses they have expended doing the business of Dive Sask based on rates established by the Board of Directors. Permission must be granted by the Executive Director prior to expending the funds, unless the amount has been previously approved in the current budget. Current rates of reimbursement are as follows:

Mileage		\$ 0.45 per km
Meals	Breakfast	\$12
	Lunch	\$15
	Supper	\$28
	Full Day	\$55

Receipts must be attached to the expense claim form.

Expense Claim Form Attached

### **C. EXPENSE AND CHEQUE AUTHORIZATION**

All ETransfers and Cheques must be approved or signed by two of the four approved signing officers as established annually, at least one of whom must be a member of the Board of Directors.

### **D. AUDIT**

Each year the finances of Dive Sask will be audited by a Chartered Accountant in accordance with generally accepted accounting principles and following all guidelines as set out by Sask Sport. Any deficiencies or suggestions noted in the Management letter provided by the Auditor will be forwarded to the chair of the Audit Committee. The audited financial statement will be made available to all members and will be presented for approval at the Annual General Meeting of Dive Sask. The signed audit will also be forwarded to the Corporations Branch of Saskatchewan Justice and to Sask Sport.

### **E. AUDIT COMMITTEE – see Governance Manual**

### **F. ANNUAL BUDGET**

The annual operational budget will be assembled by the Executive Director of Dive Sask in consultation with the program staff, with the purpose of accomplishing the strategic outcomes as established by the Board of Dive Sask. The budget will be guided by the Executive Limitations and Financial Limitations outlined in the Dive Sask Governance Policies. The budget must also follow all guidelines prescribed by Sask Sport and Saskatchewan Lotteries. The final budget must be approved by the Board of Directors of Dive Sask by August 1<sup>st</sup> and submitted online to Sask Sport by August 15<sup>th</sup>.





1870 Lorne St, Regina, SK S4P 2L&  
[skdiving@accesscomm.ca](mailto:skdiving@accesscomm.ca)  
Ph: 780-9405 Fax: 731-2114

Cheque Number

**EXPENSE CLAIM FORM**

**DIVE SASK**

Name: \_\_\_\_\_

Street: \_\_\_\_\_ City \_\_\_\_\_ PC \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Event: \_\_\_\_\_ Date: \_\_\_\_\_ Location: \_\_\_\_\_

**EXPENSE DETAILS (Attach Receipts)**

Travel Costs:

Accommodations: \$ \_\_\_\_\_

Mileage: \_\_\_\_\_ kms x \$0.45 \$ \_\_\_\_\_

Other: \$ \_\_\_\_\_

Meals:

Breakfast (\$12) \$ \_\_\_\_\_

Lunch (\$15) \$ \_\_\_\_\_

Supper (\$28) \$ \_\_\_\_\_

Full Day (\$85) \$ \_\_\_\_\_

Honorariums: \$ \_\_\_\_\_

Other: \$ \_\_\_\_\_

Total Claim \$ \_\_\_\_\_

Less Legacy Fund Donation \$ \_\_\_\_\_

**TOTAL PAID** \$ \_\_\_\_\_

Signature: \_\_\_\_\_

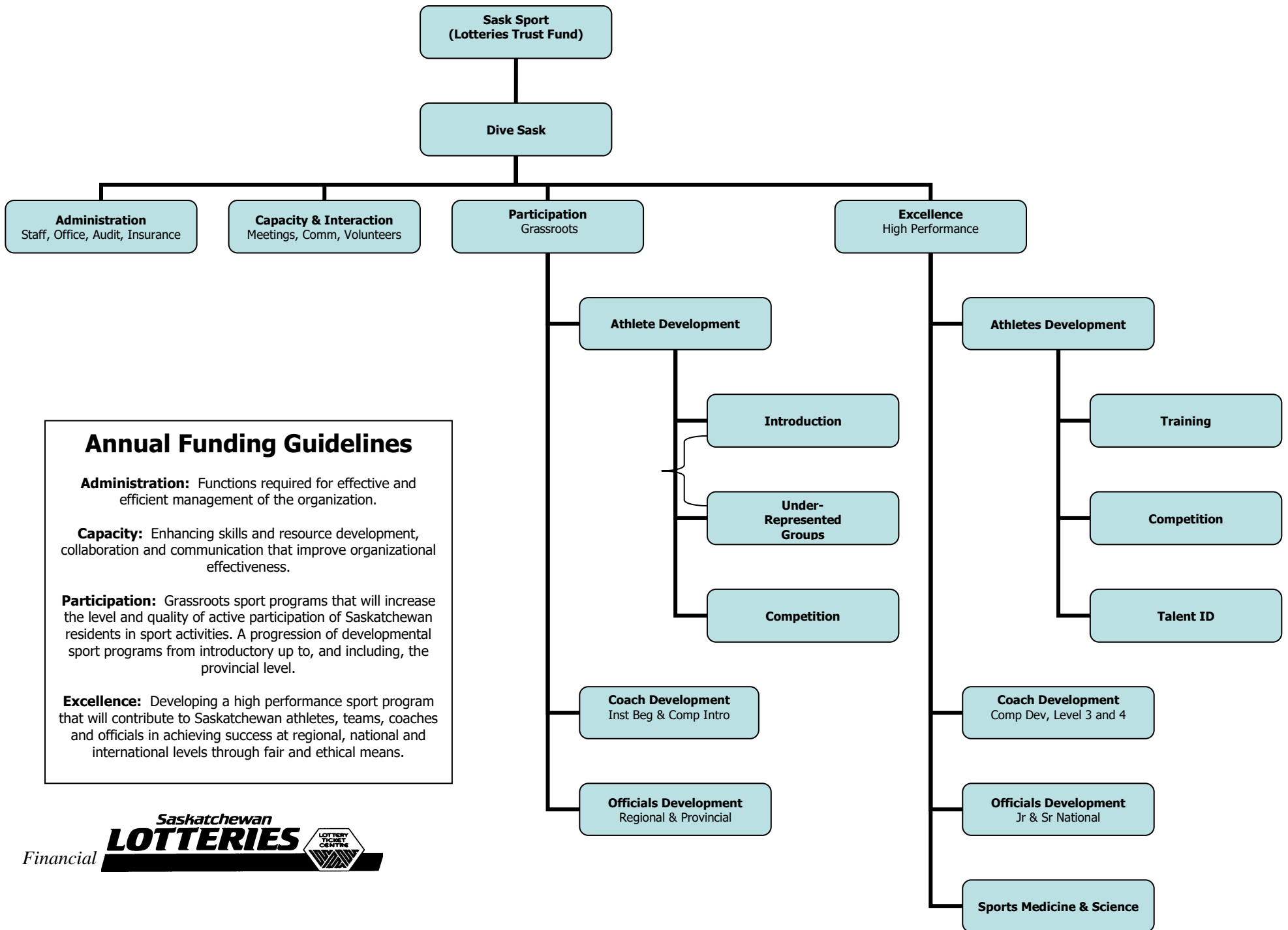
Date: \_\_\_\_\_

**DIVE SASK LEGACY FUND DONATION**

*Yes, I would like to support diving in Saskatchewan by donating \$ \_\_\_\_\_ to the Dive Sask Legacy Fund. I realize that in keeping with Canada Revenue Agency policy this donation is given without any direct benefits accruing to me and that I will receive an income tax receipt for the entire amount.*

**Donor's Name:** \_\_\_\_\_





### Annual Funding Guidelines

**Administration:** Functions required for effective and efficient management of the organization.

**Capacity:** Enhancing skills and resource development, collaboration and communication that improve organizational effectiveness.

**Participation:** Grassroots sport programs that will increase the level and quality of active participation of Saskatchewan residents in sport activities. A progression of developmental sport programs from introductory up to, and including, the provincial level.

**Excellence:** Developing a high performance sport program that will contribute to Saskatchewan athletes, teams, coaches and officials in achieving success at regional, national and international levels through fair and ethical means.

## 8. GRANTS

### A. MAP GRANTS (Membership Assistance Program)

Each year, Dive Sask receives MAP funding from Saskatchewan Lotteries Trust Fund to allocate directly to our member clubs, teams and organizations. The purpose of this funding, which is derived from the sale of lottery tickets, is to support community and club-level sport development.

#### 1. Eligibility and Funding Priorities

- a. Eligibility - All programs or clubs applying for funding must be or become members of Dive Sask in one of two membership categories – Summer Program or Club. Funding will be made available to members in good standing only. Special consideration will be given to those organizations that require assistance in the formation of a new club or development of a new program.
- b. To be eligible to receive MAP funds, your organization must offer community or club level sport development initiatives within the province.
- c. Funding Priorities
  - Priority #1 – Grassroots rural developmental programs such as outdoor summer clinics
  - Priority #2 – Other grassroots programs in urban centres
  - Priority #3 - Competitive programs/projects
- d. Your organization is required to acknowledge the MAP assistance is provided by Saskatchewan Lotteries through the sale of lottery tickets. All advertising must also acknowledge Dive Sask.

#### 2. Applying for MAP Funding

- a. Applications for MAP funding will be accepted until August 1st of the funding year
- b. Application forms/spending plans must be signed by the President of the club or by the Pool Manager or Recreational Director and must include a detailed outline and budget of what the funds will be used for. Rural centres using MAP grants to host a summer rural clinic will be sent an application form by mail or email which must be signed and returned to Dive Sask. Completed forms should be sent to: info@divesask.ca.

#### 3. Grant Distribution and Eligible Expenses

- a. Requests for MAP Grant funding to hold a summer clinic will be approved at time of clinic booking. Funds will be paid only after Follow Up report and clinic payment has been received.
- b. Applications for Urban grassroots programs and/or Provincial level competitive programs will be considered if available funding has not been committed by August 1st.
- c. All projects for which MAP grant funding is being requested MUST include self-help revenue.
- d. MAP Grant amounts will be set annually by the Executive Director and those related to Priority #1 (Summer Rural clinics) will be communicated to all member clubs and municipalities requesting summer clinics by June 1st. Other projects will receive funding

based on availability of remaining funds and number of applications received at the discretion of the Executive Director of Dive Sask.

e. Dive Sask may choose to distribute more funds than have been received by Sask Sport if a large number of applications have been submitted by Rural summer programs.

f. The following are ELIGIBLE EXPENDITURES:

- Summer Rural Programs
  - Skill award programs and materials
  - LTD clinics
  - Coach & instructor clinics
  - Officials clinics
- Development Programs
  - Skill award programs and materials
  - LTD clinics
  - Coach honorariums
- Club Programs:
  - Pool rental
  - Coaching assistance/part-time salaries
- Other projects as approved by Dive Sask

g. The following are INELIGIBLE EXPENDITURES:

- Any construction, upgrading, maintenance or operating costs of facilities
- Expenditures for which other grant dollars have been used. Two different grants can not be used to pay the same dollar of expense, whether the grant comes from the Trust Fund or any other granting agency.
- Cash prizes
- Social events (barbecues, lunches, etc.)
- Alcoholic beverages
- Research projects or feasibility studies
- Out-of-Province travel
- Provincial or University CIS team expenses
- Other expenses deemed as ineligible as identified by Dive Sask

h. Approved projects and grant support must take place within Dive Sask's fiscal year for which the grant funds were approved. Retroactive funding or pre-funding for projects that take place outside of the fiscal year is not permitted.

#### 4. Follow Up Reports

- a. All MAP grant recipients must provide a detailed follow-up report with receipts attached including coaching honorariums PRIOR to any money being disbursed. The Follow Up form for summer clinics must include list of participants, listing names, genders and ages or birth dates.
- b. All expenses must be eligible for support and within the approved grant period/fiscal year.
- c. Deadline for submission of Follow up Reports is August 31st.
- d. Successful MAP grant recipients will receive the funding by September 30th.

## **B. ATHLETE ASSISTANCE PROGRAM (AAP) (Under Review)**

### 1. Purpose

To provide financial assistance to top performing Saskatchewan divers under the Excellence budget. Junior divers will have demonstrated national calibre performances by attaining the National point standard on 1 or more boards at the Junior Development or Junior Elite National Championships. Senior divers will have demonstrated national calibre performances attaining the National point standard on 1 or more boards at either the Winter or Summer Senior National Championships.

### 2. Procedure

The Executive Director and High Performance Coaches of Dive Sask will analyze the performance points of all Saskatchewan competitive athletes to determine which athletes qualify to receive Athlete Assistance and the amount they are eligible to receive. Dive Sask will circulate applications and eligibility requirements to all such identified athletes who are currently members in good standing of their clubs and Dive Sask. Applications not received by the deadline or incomplete applications will not be considered. Grants will be payable in two instalments- January and April of each year. Dive Sask will publicize the grant recipients as soon as they are approved. Nationally carded athletes are eligible to apply for funding. Athletes training/attending university out of province are eligible to apply. Athletes must have and maintain a training and competition schedule. Athletes must compete for Saskatchewan in National competitions for which they are selected. Athletes must disclose financial assistance from other sources. Athletes receiving assistance must submit all receipts for diving related expenditures. Allowable expenditures will be: club registration fees, travel expenses including transportation, meals and accommodation, uniforms and equipment, lost wages, training expenses, tuition fees.

### 3. Administration

The coach/club of an eligible diver will submit the Event Results Summary to the Dive Sask office within two weeks of the National Championships. The Executive Director of Dive Sask will calculate the carding standards of the junior divers and the ranking of the senior participants after the Summer Senior Nationals. Dive Sask will announce a list/ranking of card recipients and related carding standards at the Annual Awards Banquet or on the Dive Sask website.

### 4. Funding

Given that there is a finite amount of funds in the AAP program (which may change from year to year), the grants will be awarded based on a points system.

The Executive Director and High Performance coaches will review all point calculations and will approve AAP levels and funding amounts.

### 5. Eligibility:

- a. Must be a member in good standing of a registered club
- b. Must have competed at either Junior Nationals or at least one Senior National competition in the previous season
- c. Must apply by the deadline and be a competitive member of Dive Sask by October 1 for

the upcoming season.

- d. Must not be receiving Sport Canada Carding. However, if a diver is receiving a Sport Canada Jr Card, he/she is eligible to receive a Dive Sask Sr. AAP grant.
- e. If awarded, athlete must sign and abide by athlete agreement including: code of ethics, attendance at Dive Sask & Diving Plongeon Canada qualifying sanctioned meets and if for any reason, he/she is not regularly training towards competition, he/she must reimburse amounts in full. This is not a complete description of the athlete agreement

6. Categories:

- Junior – any Age Group diver
- Senior - any diver who competes at one Senior National Championships

7. Criteria:

Points will be awarded for performance at Junior Nationals, Senior Nationals, Junior World Championships and any other Team Canada event as approved by the Technical Committee.

- Junior: Points will be awarded based on percentage of National Standard attained on all 3 boards
- Senior: Points will be awarded based on percentage of National Standard attained on best of 3 boards at either WSN or SSN
- Athletes must receive at least 2 points to receive Athlete Assistance

8. Point Allocations & Funding Amounts:

a. Junior Point Allocations:

- 1 point per event: Score Attained = > 100% of Current National Standard
- 2 points per event: Score Attained = > 110% of Current National Standard
- 3 points per event: Score Attained = > 120% of Current National Standard
- 1 point for bronze medal at Jr Nationals
- 2 points for silver medal at Jr Nationals
- 3 points for gold at Jr Nationals
- Bonus = 1 point being named to National Team
- Bonus = 1 point for being invited to compete with Team Canada
- 1 point for a medal at Jr Worlds, Jr Pan Ams, Dresdsen
- Group D athletes funding will be capped at \$500
- Group A-C athlete funding will be capped at \$1200

b. Senior Point Allocations: (Use best board from either WSN **or** SSN)

- 1 point per best event: Score Attained = > 100% of Current National Standard
- 2 points per best event: Score Attained = > 110% of Current National Standard
- 3 points per best event: Score Attained = > 120% of Current National Standard
- 1 point for bronze medal at either Sr Nationals (medals from WSN **and** SSN)
- 2 points for silver medal at either Sr Nationals (medals from WSN **and** SSN)
- 3 points for gold at either Sr Nationals (medals from WSN **and** SSN)
- Bonus = 1 point being named to Sr. National Team

- Bonus = 1 point for being invited to compete at a Sr competition with Team Canada

c. Funding Amounts

Each year, as part of the annual operation and budget process, the Executive Director will set the total amount to be awarded. Individual grants will be calculated pro-rata based on the number of points earned.

Exceptions to eligibility, criteria and funding applications will be reviewed and approved by the High Performance Committee upon application of the coach of the athlete and granted on a case-by- case basis. ie: sickness, injury, etc. Results of the following competitions will be used as criteria to decide special cases – Dresden Trials, Saskatchewan qualifying meets, and Jr./Sr. previous National standings.

**C. RURAL INITIATIVE GRANTS**

Grants will be awarded to Rural clubs and/or Community programs to assist with facility costs, equipment purchase, coaching wages, and other program costs. Clubs must become members of Dive Sask and must submit a Rural Initiative Grant application. Amount of the grants will be dependant on available funding and number of applications received by August 31<sup>st</sup>.

**D. LEARN TO DIVE PROGRAM CENTRE GRANT**

Member Clubs who offer Learn to Dive programs will be eligible for an annual grant from Dive Sask to assist with equipment or other supplies for this program. Amount of the grant will be determined by the Dive Sask Staff as part of the annual budget process. Clubs will be asked to submit an application outlining the intended use of this grant and will be required to submit receipts. This grant can be used to purchase equipment or other supplies that will be used specifically in recreational classes.

**E. HOSTING GRANTS**

Saskatchewan clubs will be awarded grants to help in the hosting of competitions. Grants will be paid upon submission of a Competition Follow Up Form and a copy of results. Amount of grants will be determined annually by the Dive Sask Staff. Grants will be awarded for the following competitions:

1. Learn to Dive Meets – 1 grant per club
2. Novice/Tier 2 Meet – 1 grant per club
3. National Qualifying Meet – 1 provincial grant per club
4. National Championship and/or International Meet

**F. POST SECONDARY SCHOLARSHIP**

1. Eligibility
  - a. A Competitive Diver, competing at the national level or higher, or a diving coach, NCCP Instruction Beginner, Comp Intro or Comp Dev, is eligible to apply for the scholarship. The diver/coach must be registered with Dive Sask and Diving Plongeon Canada. The diver/coach must reside and be enrolled full-time at a post-secondary institution in

Saskatchewan leading to a degree, diploma, or certificate. The coach must be actively coaching in a Saskatchewan club (at least 5 hours per week).

- b. In order for an application to be considered, the diver/coach must be a member in good standing with Dive Sask and DPC for a minimum of the previous diving year (October 1<sup>st</sup> to September 30<sup>th</sup>) prior to applying.

## 2. Application Procedure

- a. The application must be in the form of a letter including an overview of the applicant's involvement in the sport of diving. The letter must also indicate the applicant's objectives regarding both diving and intended courses of study.
- b. Applications must be received at the office of Dive Sask, 1870 Lorne Street, Regina, Saskatchewan, S4P 2L7 (email: [info@divesask.ca](mailto:info@divesask.ca)) no later than Sept 1<sup>st</sup> for the upcoming school year. No exceptions will be made for receipt of late applications.
- c. Incomplete applications may be rejected.
- d. No confirmation of receipt of application will be sent.

## 3. Selection Procedure

- a. The monies may be divided among a number of applicants at the discretion of the ED.
- b. No less than (\$500.00) will be awarded to each successful applicant.
- c. Total number of scholarships will be determined annually by the ED and Staff of Dive Sask.

## 4. Scholarship Award

- a. Successful applicants will be notified no later than September 15<sup>th</sup>, and awarded their scholarship upon receipt of proof of enrolment and registration with Dive Sask and DPC for the upcoming diving season



DIVE SASK

## RURAL INITIATIVES GRANT APPLICATION

Application Deadline: August 31<sup>st</sup>

1. Name of Club or Facility: \_\_\_\_\_
2. Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Email: \_\_\_\_\_
3. Contact Person: \_\_\_\_\_ Phone: \_\_\_\_\_
4. Type of Program (Please Circle)
  - a. Non Profit Organization (Board of Directors)
  - b. For Profit Club
  - c. Community Program – affiliated with the aquatics facility
5. Number of Coaches and/or Lifeguards:
  - a. Number with Diving certification: \_\_\_\_\_
6. Number of Participants:
  - a. At least once per week: \_\_\_\_\_
  - b. Less than once per week, but more than the summer program: \_\_\_\_\_
  - c. Summer program participants: \_\_\_\_\_
7. Length of Session:
  - a. Fall Session \_\_\_\_\_ (# of weeks)
  - b. Winter Session \_\_\_\_\_ (# of weeks)
  - c. Spring Session \_\_\_\_\_ (# of weeks)
8. Grant monies received last calendar year (20\_\_ )
  - a. Please explain briefly the programs this money was used for:
  - b. Do you feel your organization met its goals originally set for this funding? What changes are you planning on making?
9. Grant money requested for this calendar year (20\_\_ ) \$ \_\_\_\_\_  
Please explain briefly what your organization plans to do with this funding
10. What are your specific needs for the next diving season? (Circle)
  - a. Need a Level 1 or 2 Coaching Clinic
  - b. Need to have a coach come out and work with your athletes for a weekend session
  - c. Need to have a summer diving clinic for one or more days (how many?)
  - d. Other





**HOSTING GRANT – COMPETITION FOLLOW UP**

**Please attach results and financial summary**

**DATE OF COMPETITION** \_\_\_\_\_

**LOCATION** \_\_\_\_\_

**TYPE OF COMPETITION** \_\_\_\_\_

**LEVEL OF COMPETITION** \_\_\_\_\_

**MEET DIRECTOR** \_\_\_\_\_

**TOTAL NUMBER OF ATHLETES WHO PARTICIPATED** \_\_\_\_\_

**TOTAL NUMBER OF OFFICIALS WHO PARTICIPATED** \_\_\_\_\_

List Names of Saskatchewan Officials \_\_\_\_\_  
\_\_\_\_\_

**TOTAL NUMBER OF COACHES WHO PARTICIPATED** \_\_\_\_\_

List Names of Saskatchewan Coaches \_\_\_\_\_  
\_\_\_\_\_

**TOTAL NUMBER OF VOLUNTEERS INVOLVED IN HOSTING MEET** \_\_\_\_\_

**CLUBS IN ATTENDANCE**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**GRANT FUNDING (Office Use)** \$ \_\_\_\_\_





# ATHLETE ASSISTANCE GRANT APPLICATION

APPLICATION DEADLINE: DECEMBER 31

NAME: \_\_\_\_\_ CLUB: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ PC: \_\_\_\_\_ PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_ DATE: \_\_\_\_\_

Are you presently a registered (paid) member of your club? Yes \_\_\_ No \_\_\_

How many years have you been participating in diving at the competitive level? \_\_\_ Yrs

Please describe your GOALS and OBJECTIVES as a diver for the upcoming and future years:

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Please provide any additional information you feel is relevant regarding your present and future involvement in the sport of diving in general.

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Date received Forms: Application: \_\_\_\_\_ Follow up #1: \_\_\_\_\_ Follow up #2: \_\_\_\_\_

Grant approved: \$ \_\_\_\_\_ Installment #1 Date Pd: \_\_\_\_\_ Chq #: \_\_\_\_\_



## ATHLETE ASSISTANCE GRANT AGREEMENT

**BETWEEN**

---

**And  
DIVE SASK**

I, \_\_\_\_\_, hereby agree to accept an Athlete Assistance Program Grant for the \_\_\_\_\_ year under the following conditions:

1. I will submit receipts and reports to Dive Sask by December 31<sup>st</sup> and March 31<sup>st</sup>. I agree that the following are allowable expenditures and that any other expenses must be approved by Dive Sask:
  - a. Club registration fees
  - b. Travel costs to competitions and training camps (transportation, accommodation and meals)
  - c. Uniforms, bathing suits
  - d. Training and upgrading expenses – fees for clinics, entry fees
  - e. Lost wages
  - f. Tuition fees and books
2. I agree to compete in both Provincial Championship meets, Age Group Nationals and/or Senior Nationals on behalf of a Saskatchewan club.
3. I agree to be a member in good standing of Dive Sask while I am receiving Athlete Assistance.

I UNDERSTAND THAT IF THE ABOVE CONDITIONS ARE NOT FULFILLED WITHOUT PRIOR APPROVAL BY SASKATCHEWAN DIVING INC., MY ATHLETE ASSISTANCE PROGRAM GRANT WILL BE REVOKED AND I WILL BE RESPONSIBLE FOR REPAYMENT TO DIVE SASK.

\_\_\_\_\_  
Athlete's Signature

\_\_\_\_\_  
Parent/Guardian Signature  
(if athlete is under the age of 19)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness



**DIVE SASK**

**ATHLETE ASSISTANCE GRANT  
FOLLOW UP #1**

NAME: \_\_\_\_\_ CLUB: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ PC: \_\_\_\_\_ PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_

AMOUNT OF GRANT APPROVED: \_\_\_\_\_

**EXPENSE REPORT**

1. TRAINING COSTS:	AMOUNT
_____	\$ _____
_____	\$ _____
_____	\$ _____
2. COMPETITION/TRAVEL COSTS:	
_____	\$ _____
_____	\$ _____
_____	\$ _____
3. TUITION FEES/BOOKS:	
_____	\$ _____
_____	\$ _____
4. OTHER:	
_____	\$ _____
_____	\$ _____

NOTE: Receipts for above expenditures must be attached and must be equal to at least the amount of the grant being disbursed (ie. 1/2 of total grant)

***Due Date: December 31<sup>st</sup>***





**DIVE SASK**

**ATHLETE ASSISTANCE GRANT  
FOLLOW UP #2**

NAME: \_\_\_\_\_ CLUB: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ PC: \_\_\_\_\_ PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_

AMOUNT OF GRANT APPROVED: \_\_\_\_\_

**EXPENSE REPORT**

1. TRAINING COSTS:	AMOUNT
_____	\$ _____
_____	\$ _____
_____	\$ _____
2. COMPETITION/TRAVEL COSTS:	
_____	\$ _____
_____	\$ _____
_____	\$ _____
3. TUITION FEES/BOOKS:	
_____	\$ _____
_____	\$ _____
4. OTHER:	
_____	\$ _____
_____	\$ _____

NOTE: Receipts for above expenditures must be attached and must be equal to at least the amount of the grant being disbursed (ie. 1/2 of total grant)

***Due Date: March 31<sup>st</sup>***



## **9. OFFICIALS PROGRAM**

### **A. OFFICIALS COMMITTEE**

1. The duties of this position can be undertaken by a committee or by one Chair
2. Duties - The Officials Chair/Committee shall be responsible for:
  - a. Preparing an annual provincial officiating program budget prior to August 15<sup>th</sup>
  - b. Conducting officiating clinics and training provincial judges throughout the province
  - c. Appointing judges to officiate at provincially organized and sponsored events
  - d. Acting as liaison to Diving Canada and the National Officials Program

### **B. OFFICIALS CERTIFICATION PROGRAM**

1. There are 5 levels of certification:
  - a. Orientation
  - b. Provincial Level 1 (Regional)
  - c. Provincial Level 2 (Provincial)
  - d. Age Group National (must be recommended to this level)
  - e. Senior National Judge
2. All officials must be registered with Dive Sask and must pay the appropriate registration fee.
3. Dive Sask will conduct clinics for Levels 1 & 2 each year. Clinic fees and format will be established by Dive Sask. National Clinics will be conducted by DPC.



## 10. COACHING PROGRAM

The Dive Sask Coaching Program is based on the National Coaching Certification Program (NCCP). The NCCP is developed and implemented through the combined efforts of the Federal/Provincial Governments, the National/Provincial Sport Governing Bodies (NSGB/PSGB), and the Coaching Association of Canada (CAC).

### A. NCCP CERTIFICATION

The National Coaching Certification Program certifies coaches who have demonstrated their ability to apply critically important competencies in coaching situations relevant to the athletes they coach. This means that coaches must not only know about coaching but be able to demonstrate their ability to apply this knowledge in the coaching situation. Certification is valid for no longer than 5 years and professional development is required to maintain certification.

Training and certification are generally designed for coaches working in a particular **stream** with a target group of athletes. These streams are:

#### 1. Instruction Stream

- a. Beginners – Participants of all ages, with little or no sport experience, are taught basic sport skills
- b. Intermediate – Participants, who already have some experience and proficiency in the sport, are taught to refine basic skills and introduced to more complex techniques
- c. Advanced – Participants, who are experienced and already proficient in the sport, are taught to refine advanced skills and techniques

#### 2. Competition Stream

- a. Introduction – New sport participants are taught basic sport skills and athletic abilities in a fun and safe environment and are typically prepared for local and/or regional level competitions
- b. Development – Developing athletes are coached to refine basic sport skills, to develop more advanced skills and tactics, and are generally prepared for performance at provincial and/or national level competitions
- c. High Performance – High performance athletes are coached to refine advanced skills and tactics and are typically prepared for performing at national or international level competitions

Presently, the sport of Diving offers certification in:

Instruction Beginner  
Instruction Intermediate  
Competition Introduction  
Competition Development

Current details regarding training, evaluation, and certification can be found at the Diving Canada website [www.diving.ca](http://www.diving.ca).

In each stream, coaches work through a variety of clinics, evaluations, and practical requirements. While taking workshops, prospective coaches are **“In Training”**. Coaches who have completed training, but have not been evaluated are **“Trained”**. Coaches are **“Certified”** when they have demonstrated their competence through evaluation. Additional training and evaluation will lead them to become **“Advanced”** and **“Master”** coaches.

Coaching clinics for each stream will be designed by Diving Plongeon Canada, in consultation with the Coaching Association of Canada. Learning Facilitators and Evaluators will also be trained by Diving Plongeon Canada. The HP Coaches will work with Diving Canada to ensure Learning Facilitators are trained in Saskatchewan and that clinics are held regularly in the province to train new coaches.

## **B. CERTIFICATION CLINICS AND FEES**

1. Each year the ED and Learning Facilitators will determine the date and location where NCCP clinics will be held, recognizing the goal to hold at least two Instruction Beginner clinics and one Competition Introduction clinic within Saskatchewan.
2. Learning Facilitators will be paid \$500 per weekend to conduct clinics. A current list of certified Learning Facilitators can be found in the Coaching section of the Diving Canada website.
3. Participants will be charged the following fees to attend clinics:
  - a. Instruction Beginner: \$ 100.00
  - b. Competition Introduction: \$ 200.00
4. Each year, one Saskatchewan coach will be invited to attend the Competition Development clinic hosted by Diving Canada. The ED & HP Coaches will determine a schedule of which coach will attend based on current certification and keeping in mind future needs related to Canada Games gender requirements. Dive Sask will pay the expenses of the coach to attend the clinic. The cost to the coach will be \$ 325.00
5. Evaluators will be paid \$300. A current list of certified Evaluators can be found in the Coaching section of the Diving Canada website.

## **C. COACH EDUCATION GRANTS**

Coaches who are registered and actively coaching with a Diving club in Saskatchewan are eligible to access Coach Education Grants to assist them in accessing Professional Development opportunities outside of NCCP certification, such as Sask Sport symposiums and workshops, Sport Leadership Conference, Dive Canada training workshops, and exceptional competition or training experiences. Number and amount of grants will be determined annually during the budget process. Application can be made by letter to the Executive Director of Dive Sask.

## **D. RESPECT IN SPORT**

### 1. Purpose of Policy

Dive Sask 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.

Dive Sask requires that all coaches participating in the sport of Diving have completed the online Respect in Sport (RIS) certification as required by Sask Sport.

## 2. Scope and Application

- a. The policy applies to all coaches registered with a Saskatchewan club under the membership jurisdiction of Dive Sask.
- b. Coaches not holding valid RIS certification will have 90 days from the date he/she commences coaching to complete the Respect in Sport certification training or training equivalency such as NCCP Empower+.
- c. Each coach must only take the Respect in Sport course once and his/her certification will be tracked by Dive Sask.
- d. Any coach not having Respect in Sport certification by the deadline established will be removed as a coach until such time that the course is completed.
- e. Dive Sask is responsible for setting out the communication strategy specific to the certification requirement and deadline.

## 3. Enforcement

Non compliance with the policy may result in further discipline as determined by the Board of Directors of Dive Sask.

## 4. Administration

The Executive Director (and/or his/her designate) will have the administrative access to the RIS database to oversee functions such as report generation and monitoring.

## 5. Review and Approval

This policy was approved by the Board of Directors on January 27, 2013 and will be reviewed on an annual basis.

## **E. CRIMINAL RECORD CHECKS – See Section 6 Screening Policies**

All coaches Competition Introduction and higher must follow the Diving Canada Screening Policy which includes providing a Criminal Record Check and Vulnerable Sector Check.

All other coaches (except minors) must submit a Police Record Check – Vulnerable Sector to the Club Head Coach before commencing duties. The Club Head Coach must send an original or copy of the check to the Dive Sask Executive Director. See Section 6 for details.



# 11. COMPETITION

## A. HOSTING

### 1. Learn to Dive Meets

- a. Clubs must submit a Dive Sask Sanction form prior to holding all LTD meets
- b. Clubs may apply once per year to Dive Sask for a LTD Competition grant to help offset the costs of the competition. Grants will not be paid out until a Dive Sask Follow Up report and a set of results have been submitted
- c. All participants in the competition must be members in good standing of Dive Sask (or another Provincial Diving Section), registered in a Recreational category.

### 2. Novice Meets

- a. Clubs must submit a Dive Sask Sanction form prior to holding all Novice meets
- b. Clubs may apply once per year to Dive Sask for a Novice Competition grant to help offset the costs of the competition. Grants will not be paid out until a Dive Sask Follow Up report and a set of results have been submitted.
- c. All participants in the competition must be members in good standing of Dive Sask (or another Provincial Diving Section) and must be registered in a Completeive category such as Pre Completeive or Provincial.
- d. Officials in Novice meets should be at least a minimum Regional level

### 3. National Qualifying Meets

- a. Clubs must submit a Dive Sask Sanction form prior to holding all Qualifying meets and must ensure the date has been approved by Diving Canada.
- b. Dive Sask will approve at least two Qualifying Meets each competitive year. A third meet may be approved.
- c. Host Club must pay \$10 to Dive Sask for each athlete in attendance in order to help offset the cost of Judges
- d. Clubs may apply to Dive Sask for a Competition grant to help offset the costs of the competition. Grants will not be paid out until a Dive Sask Follow Up report and a set of results have been submitted.
- e. Clubs may also apply to Sask Sport for a Regional Hosting Grant – see Sask Sport website. Grants must be completed by Club Hosting Committee and submitted to Dive Sask for approval.
- f. All participants in the competition must be members in good standing of Dive Sask (or another Provincial Diving Section) and must be registered in a Provincial or National completeive category

### 4. JD Testing Events - *to be developed*

### 5. Provincial Championships

- a. Each year one meet will be designated to be Provincial Championships and will name Provincial champions in each category
- b. Host Club must purchase Provincial medals from Dive Sask
- c. Host Club must pay \$10 to Dive Sask for each athlete in attendance in order to help offset the cost of Judges
- d. Provincial Championships maybe combined with a Qualifying meet and in that case would qualify for a Hosting Grant
- e. Provincial Championships do not qualify for a Sask Sport Hosting Grant.

6. Canadian Championships

- a. Canadian Championships are awarded to each province on a rotational basis as outlined in the Dive Canada rulebook.
- b. Diving Canada will decide which club will host the awarded Championship
- c. Clubs may apply to Sask Sport for a National Hosting Grant – see Sask Sport website. Grants must be completed by Club Hosting Committee and submitted to Dive Sask for approval.

**B. CANADA GAMES**

1. Athlete Team Selection (to be reviewed in 2024)

- a. The Canada Games Trials for Team Sask Diving will be held 60-90 days prior to Canada Games. The Senior/Open events will determine how the divers rank, based on the formula below:

	<b>Diver #1</b>	<b>Diver #2</b>	<b>Diver #3</b>	<b>Diver #4</b>	<b>Alternate</b>
<b>1st Choice</b>	Gold	Gold	Gold	Best 2 Places	Best 2
<b>2nd Choice</b>	Gold, Gold	Gold	Silver,Silver	Best 2 Places	Best 2
<b>3rd Choice</b>	Gold, Gold	Gold	Silver,Bronze	Best 2 Places	Best 2
<b>4th Choice</b>	Gold, Gold	Gold	Silver, Best Place	Best 2 Places	Best 2
<b>5th Choice</b>	Gold,Gold,Silver	Gold,Silver,Silver	Bronze, Best Place	Bronze, Best	Bronze
<b>6th Choice</b>	Gold,Gold,Gold	Silver,Silver,Silver	Bronze, Best Place	Bronze, Best	Bronze
<b>7th Choice</b>	Gold,Gold,Gold	Silver,Silver	Silver	Bronze, Best	Bronze, best
<b>8th Choice</b>	Gold,Gold,Gold	Silver, Best Place	Silver, Best Place	Silver	Best 2

- b. 4 Athletes can be selected per gender
- c. There are 4 athletes eligible per province, per preliminary event at the Canada Games. The top 3 athletes may compete in Finals.

- d. There are no restrictions to how many teams enter the 3 metre Synchro Event
- e. A 4th athlete in each gender will only be chosen to the team if they finish in the top 3 in any event, or if they are eligible for the Synchro Team. Eligibility will be based on Dive List compatibility
- f. In the event of a tie, or any discrepancy to the rank of athletes, the diver with the 2 best places will rank higher, and proceed to the tie break rule if necessary. However, a Silver alone beats out 2 Bronze. A silver & a 5<sup>th</sup> place beats out a Bronze & a 4<sup>th</sup>, it is not a tie. Similarly, a Bronze alone beats two 4<sup>th</sup> places. A Bronze and best beats out a Bronze alone.
- g. Any discrepancies to the above rules will be resolved by the High Performance Committee for Dive Sask
- h. Divers must meet the Minimum D.D. Limits in Section 2 at the Canada Games Trials
- i. Tie Break Rule: In the event of a tie, the diver with the highest % of the Senior National Standard in any one event will determine the rank, providing that event was a top 3 finish. Otherwise, such a percentage would not allow them to compete in that particular event. For example, where 2 divers are tied with a Bronze each in different events, a diver with a Bronze on 3m will get a percentage of the Senior National 3m standard based on their points in that event. The diver with a Bronze on another board will base his percentage from the National Standard of that event. The diver can not use a 4<sup>th</sup> place finish to get a higher percentage in another event.
- j. INJURY CLAUSE: If a diver is ineligible to compete at the Canada Games Trials due to injury, he/she may submit an injury petition to the High Performance Committee prior to the start of Trials. The injury petition must include previous results from National Qualifying meets in the current season, or from a recent Team Sask out of country competition. A letter from a Doctor is necessary showing inability to compete at Trials. Final decision on allowing an injured athlete to be part of Team Sask will be made by the High Performance Committee which is made up of High Performance Coach North, High Performance Coach South, Dive Sask Executive Director, and one additional member chosen by these three. The fourth member shall not be related to any athlete trying out for the team.
- k. Alternate - where it has been determined by a Doctor or Physician, that a diver is unable to perform at the Canada Games, the alternate (see above table) will be selected up to the date of departure to the Games.

## 2. Coaches and Managers

- a. Coach Selection - A point system will be used based on 7 points for Gold, 3 for Silver & 1.5 for Bronze. Two coaches will be selected to the team. If a tie exists, the coaches with the most athletes on the team will be selected. If still a tie, the coaches with the single highest percentage of the Senior National Standard from any one diver will be selected.
- b. Manager Selection - The Team Manager will be selected by vote from the High Performance Committee of Dive Sask. Applications for the position must be submitted to Dive Sask prior to the Canada Games Trials. Selection will be based on Diving experience, managerial skills, compatibility with the Head Coaches, and Coaching or Official certification. When possible, this will be considered a development opportunity for current coaches or officials. If both selected coaches are of the same gender, the manager must be the opposite gender.

c. Coach and Manager Duties

- Coach, manage and prepare athletes for maximum performance at the Games both on and off the field in a fair and sportsman-like manner
- Reside in the Athletes' Village with their athletes during the Games
- Take responsibility for the conduct of their athletes before, travelling to, during and returning home from the Games and ensure that all of their athletes are aware of the Team Saskatchewan Code of Conduct as well as the Dive Sask Code of Conduct
- Ensure all parents of athletes are aware of Team Saskatchewan Code of Conduct and the Dive Sask Code of Conduct
- Follow and enforce Team Saskatchewan's Dress Code
- Attend Team Saskatchewan official activities and ceremonies whenever possible;
- At the Games, attend opening and/or closing ceremonies and all other technical meetings, practices and competitions for their sport;
- Maintain close liaison with mission staff prior to, during and immediately following the Games;
- Provide input and feedback to the Chef de Mission regarding the Games;
- Be familiar with the roles and responsibilities of the members of the mission staff;
- Agree to and sign the Team Saskatchewan Member Agreement (Appendix A);
- Administer discipline for minor infractions (Head Coach);
- Assist in administration of the team including registration, uniform allocation, finances and transportation (Managers);
- Assist mission staff and the host society with accreditation and accommodation procedures (Managers);
- Report any major conduct infractions immediately to a mission staff member;
- Participate in an anti-doping and drug-testing procedures and information session;
- Abide by the rules, regulations and policies of the Games Host Society.

### 3. Minimum D.D. Table

The following table defines the minimum D.D. required to be eligible to make the Canada Games Team at the Canada Games Trials. The table shows the minimum list of dives required to reach this D.D. limit. It does not dictate what dives can be done to reach the limit.

#### WOMEN

##### 1M

##### 3M

##### PLT

104C	2.2	105C	2.2	105C 7.5M	2.2
203C	2.0	203B	2.2	203C 5M	2.0
303C	2.1	303C	2.0	403C 5M	2.2
403C	2.2	403B	2.1	5231D 7.5M	2.0
5221D	1.7	5231D	2.0	612B 5M	1.7
<b>Minimum D.D. Limit</b>	<b>10.2</b>		<b>10.5</b>		<b>10.1</b>

#### MEN

104C	2.2	105C	2.2	105C 5M	2.4
203C	2.0	203B	2.2	203C 5M	2.0
303C	2.1	303C	2.0	303C 5M	2.1
403C	2.2	403B	2.1	403C 5M	2.2
5221D	1.7	5231D	2.0	5231D 7.5M	2.0
5122D	1.9	5132D	2.1	612B 5M	1.7
<b>Minimum D.D. Limit</b>	<b>12.1</b>		<b>12.6</b>		<b>12.4</b>

\*These limits are D.D. limits, not Dive Limits or Requirements

- Athlete Agreements must be signed by all athletes interested in being part of the Canada Games program.



**LETTER OF COMMITMENT AND RESPONSIBILITIES BETWEEN  
DIVE SASK INC AND THE ATHLETE**

**Whereas:** \_\_\_\_\_ (Name of athlete)

- I. The athlete wishes to be an active competitor in the 20?? Canada Games Program of Dive Sask, and in particular wishes to commit to this program for a specified term;
- II. DIVE SASK is recognized by Diving Plongeon Canada as the sole Provincial Association governing the sport of diving in Saskatchewan.
- III. Diving Plongeon Canada requires that the DIVE SASK certify the eligibility of the Athlete to compete as a member in good standing.
- IV. DIVE SASK recognizes the need to clarify the relationship between DIVE SASK and the Athlete by establishing their respective rights and obligations.

**Now Therefore the Parties agree as Follows:**

**1. Term of Letter of Commitment**

The term of this Letter of Commitment shall be from the date of execution until August 31, \_\_\_\_\_

**2. Obligations of DIVE SASK**

DIVE SASK shall:

- a. Form a Team Sask High Performance Committee which will be made up of the High Performance Coach North, High Performance Coach South, Executive Director of Dive Sask and one additional member chosen by the others. This additional member will not be related to any athlete who is, or is hoping to be a member of Team Sask. The role of this committee is to set team selection criteria, review medical petitions, hear any disputes related to Canada Games team selection, and name final team.
- b. Organize, select and operate teams of athletes, coaches and other necessary support staff to represent Saskatchewan in the sport of diving at the 2013 Canada Games;
- c. Organize programs and provide funding for the development and provision of coaching expertise, officials and athletic events in Saskatchewan in the sport of diving, in accordance with the DIVE SASK budget;
- d. Set all travel policy related to Team Sask travel to training camps or competitions;
- e. Act in conjunction with the Sport Medicine & Science Council of Saskatchewan to assist the Athlete in obtaining quality medical care;

- f. Provide competition suit to the Athlete if selected to be a member of the 20?? Canada Games Team;
- g. Provide regular Canada Games Program information to the Athlete and Parents in the form of mailed, emailed or hand delivered correspondence;
- h. Provide the Athlete with a liability and accident insurance package;
- i. Design training modification in the event of any injury that prevents the athlete from participating in full training;
- j. Provide athlete/parent with selection criteria and eligibility in writing for all competitions and training camps.
- k. Pick the final 20?? Canada Games Team as per document attached:

### 3. **Athlete's Obligations**

The Athlete shall:

- a. Follow the training and competitive program mutually agreed upon by the Canada Games Program Coaches and Athlete;
- b. Present him/herself at all selection camps and training camps in good physical condition;
- c. Unless specifically excluded by DIVE SASK, participate in and assume costs for all mandatory training camps and competitions;
  - i. Team Sask Training Camp(s) – Date tbd
  - ii. Provincial Training Camp – Oct, ????
  - iii. Attend Designated Meets – Western Championships 20??, TTWC 20??, 1 additional out of province meet in spring 20?? as chosen by Dive Sask
  - iv. Other camps/competitions as set by the Canada Games Technical Committee
- d. Notify the DIVE SASK in writing through the Canada Games Lead Coaches, of any injury or other legitimate reason that would prevent the Athlete from participating in an upcoming event or in regular training;
- e. Ensure in the case of an injury that a certificate from a medical doctor setting out the specific nature of the injury is forwarded to DIVE SASK through the Canada Games Lead Coach within two weeks of the injury;
- f. Conduct themselves in a manner that is consistent with the DIVE SASK Code of Conduct;
- g. Avoid alcoholic consumption during or at 20?? Canada Games Training Camps and competitions;

- h. Not possess Sport Canada prohibited substances, and shall neither supply directly or indirectly to others, nor encourage their use;
- i. Participate, as may be requested by DIVE SASK, in any doping control/education program as formulated by DIVE SASK in cooperation with Canada Games Organizing Committee, Sport Canada and the Canadian Center for Drug-free Sport;

4. **Dive Sask Code Of Conduct**

Diving, because of its regulations and traditions, offers a philosophy of competition guided by the highest standards of good sportsmanship. For that reason, all participants (team, players, coaches, officials, managers and administrators) in competitions and meetings under the authority of DIVE SASK or Diving Plongeon Canada have a duty to conduct themselves in a reasonable and acceptable manner. They must avoid all unsportsmanlike conduct, acts or practices that are, in the opinion of DIVE SASK, detrimental to the sport. For further guidelines see DIVE SASK Policy & Procedure Manual.

5. **Default of Program Expectations**

- a. Where one of the parties to this Letter of Commitment is of the opinion that the other party has failed to conform with its obligations under this agreement it shall forthwith:
  - i. Notify that party in writing of the alleged default;
  - ii. Indicate in the notice to that party the steps to be taken to remedy the situation, and;
  - iii. Indicate in the notice a reasonable period of time within which steps shall be taken.
- b. Where the party which has given the notice referred to in paragraph 5.a is of the opinion that the other party has not remedied the situation, it shall file a complaint through the hearing and appeal procedure referred to in the DIVE SASK Policy Manual.

6. **Early Termination**

If in the opinion of the Lead Coach of the Provincial Team, the Athlete fails at any time during the term of this letter to demonstrate sufficient skill and capacity to dive required by the Canada Games Team Program, or if in the opinion of the Lead Coach, the Athlete's work or conduct in the performance of this letter is unsatisfactory, DIVE SASK shall have the right to terminate this agreement upon notice to the Athlete.

Athlete's Signature	Date	Witness
Parent's signature	Date	DIVE SASK Exec Director



## DIVE SASK ATHLETE PETITION FORM



**A Petition Form shall be submitted when:**

1. An athlete was not selected for an event and the coach of the athlete wishes to contest the decision made by the technical committee.
2. An athlete wishes to compete in an event when for some reason he/she was not able to fulfill the requirements or procedures expected as stated in the Technical Regulations.
3. An athlete is unable to attend a Training Camp or Competition that has been deemed mandatory by Dive Sask for any program for which the athlete is participating – ie Athlete Assistance, Team Sask events, Canada Games team.

The petition must be completed by the athlete’s coach or club and forwarded to the Dive Sask High Performance Committee via the Executive Director. The petition will be considered only when all relevant documents have been received.

Petitions must be sent **prior** to the selection activity in which the athlete cannot participate.

The High Performance Committee is responsible to approve or deny petitions. You will be notified by Dive Sask of the result of your request in the best time frame possible.

Athlete’s name \_\_\_\_\_

Competition or event petition for \_\_\_\_\_

Reason for the petition:

**Petition for a medical reason must be submitted with a doctor’s note including a diagnosis and prognosis and timelines for full recovery and resumption to full training.**

- Medical form attached
- Other documents attached, specify

If the petition is related to an event for which a score or ranking is needed, please provide scores for 2-3 recent events of a similar calibre:

COMPETITION DATE	LOCATION	1M	3M	PLATFORM

You may attach any additional documents that you see fit and that you feel could help the HP Committee make a decision. Ensure you supply all relevant information.

Petition submitted by: \_\_\_\_\_ Date of application: \_\_\_\_\_ Date received: \_\_\_\_\_ Decision made: \_\_\_\_\_



## 12. SUMMER PROGRAM

Dive Sask contracts for services to deliver a Summer Diving Program to the rural communities in Saskatchewan. Following are the terms and conditions of this program.

### A. KEY DELIVERABLES

The contractor proposes to provide Dive Sask with the following:

- a. Delivery of springboard and platform diving clinics
- b. Recording and identifying the springboard and platform diving facilities utilized for the Dive Sask Summer Diving Program, to be used as part of a provincial inventory of diving facilities.
- c. To initiate the MAP grant procedure in combination with the Summer Diving Program

### B. METHODOLOGY

The contractor will propose an approach with at least the following items:

- a. Identify and contact communities eligible for a Summer Diving Clinic
- b. Ensure each community signs a MAP Grant Spending Plan in advance of clinic
- c. Mail information and a poster to each of the interested communities and leave a MAP Follow-up form with the pool contact
- d. After the clinic, collect the fee and the MAP follow up form, OR leave an invoice indicating that the fee and follow up form should be mailed to the Dive Sask Office as soon as the clinic is completed. A MAP grant cheque will be mailed to the pool when the fee has been received. Please note that the grant will not be paid until the follow up form with the names of the athletes has been received.
  - \$350 - 3 hour diving clinic (1day)
  - \$850 – 6 week diving clinic (6 x 2 hr clinics over 6 weeks)
- e. Deliver each clinic in a manner which provides the community with:
  - An awareness of the sport and all health and safety aspects of it
  - Information regarding the diving programs, location and contact of active clubs in the province
  - The fun aspects of springboard and platform diving.
- f. Coach Mentorship - Summer coaches are encouraged to take a Junior Coach with him/her to assist with the clinics. Dive Sask will pay \$25 per session for each Junior Coach (one per clinic).
- g. Provide a summary report of his/her portion of the Summer Diving Program for necessary sport profile follow-up by the Executive Director of Dive Sask including:
  - Pool contact name & numbers
  - Phone numbers & address of the pool
  - Number of Participants

- Birth date, gender, address & telephone number of each participant
- Type of clinic
- Summary of the clinic's success/weakness etc.

### **C. COST AND TERMS**

The contractor agrees to produce the deliverables in agreement with Dive Sask on the following basis:

- a. Duration: Signing date to August 31, \_\_\_\_
- b. Fees: A maximum of \$7,500 for delivery of the clinics to each clinician (1 clinician in the North, 1 clinician in the South)
- c. Expenses: The Contractor will be responsible for his/her expenses including: transportation, accommodation, meals, out of pocket expenses, payment of GST ( if applicable), payment of premiums for EI, Workers Compensation, CPP, and liability insurance, and all applicable federal and provincial income tax
- d. Method of Payment: Dive Sask will pay the Contractor on the following basis:
  - \$1000.00 upon agreement:
  - \$1000.00 payable July 1, ----
  - \$1000.00 payable August 1, ----
  - Final Payment = (For each 3 hour clinic \$350, for each 8-10 hour clinic \$800, for each 6 week clinic \$1050, admin fee \$750) max \$4750
  - If the final payment is a negative number, the contractor must pay this amount back to Dive Sask
- e. Contractors are encouraged to book as many 6 week clinics as possible.

Reporting shall be to the Executive Director of Dive Sask.



**DIVE SASK**

## SUMMER DIVING CLINIC - MAP GRANT APPLICATION

1870 Lorne St, Regina, SK S4P 2L7 780-9405 [info@divesask.ca](mailto:info@divesask.ca)

<b>Location:</b>	
<b>Mailing Address:</b>	
<b>Contact Person:</b>	
<b>Phone:</b>	
<b>Preferred Date #1:</b>	
<b>Preferred Date #2:</b>	

x	CLINIC	CLINIC FEE	MAP GRANT
	3 Hour Introductory Clinic – 1 Day	\$350	\$300
	6 Hour Learn to Dive Session – 2 Hr x 3 sessions OR 3 HR x 2 sessions	\$850	\$750

### FACILITY DESCRIPTION:

Depth of Pool in Diving Area: \_\_\_\_\_

Number and Height of Diving Boards: \_\_\_\_\_

Other info about the pool (ie rec equipment, waterslides, etc)

\_\_\_\_\_

Signature - Pool Manager or Rec Director



**SUMMER DIVING CLINIC - MAP GRANT FOLLOWUP**

1870 Lorne St, Regina, SK S4P 2L7 780-9405 [info@divesask.ca](mailto:info@divesask.ca)

**Location:**

**Mailing Address:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Phone:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**CLINIC PARTICIPANTS:**

NAME	M/F	BIRTH DATE
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		

x	CLINIC	CLINIC FEE	MAP GRANT
	3 Hour – 1 Day Clinic	\$350	\$300
	6 Hour Learn to Dive Session	\$850	\$750

Payments can be made by ETransfer to [info@divesask.ca](mailto:info@divesask.ca) OR can be mailed to the Dive Sask office

**PAYMENT:**

*Office Use*

<b>Cost of Clinic</b>	\$	
<b>MAP Grant to be paid upon receipt of clinic fee</b>	\$	
<b>MAP Grant should be paid by</b>	<input type="checkbox"/> E Trsf to _____ <input type="checkbox"/> Chq payable to _____	

\_\_\_\_\_ Pool Manager or Rec Director Signature

## 13. AWARDS

### A. ATHLETE AWARDS

#### 1. Philosophy

- a. The awards criteria must be seen as fair and equitable.
- b. The awards criteria must be black and white, so the Technical Committee and the Dive Sask Board are not open to criticism.
- c. The criteria should include more than the athlete's performance at Nationals.

#### 2. The following awards will be given at the annual Dive Sask Awards Banquet:

##### a. Top Diver Awards (A-D Group and Senior)

- Awards for Male and Female
- 25% of Provincial Score (using **best** score from Saskatchewan Qualifying meets)
- 75% of National Score
- Total as a percentage of National standard
- For ranking use best board
- Tie Breaker: next best result
- Option to use 100% Nationals result if illness or if unable to compete at either provincial event

##### b. Top Diver Award (Group E)

- Awards for Male and Female
- Total of best 1m and best 3m from either in-province Qualifying event

##### c. Rookie of the Year

- Using calculations as per Top Diver awards
- Awarded to best result for a first year Age Group Nationals athlete

##### d. Top Novice Diver Awards (A-F Group)

- 1 award per age category, male and female combined
- Use Novice National Championship and Sask Provincials results
- Total of 1m and 3m events for each meet – top overall score from one meet
- In the case where there is no Novice Nationals within Saskatchewan, the HP Committee will choose to use another Novice competition (ie MB Provincials or second Saskatchewan meet)

##### e. Top Novice Team

- Based on total points earned from all athletes attending the 2 meets as chosen above
- 1 point for participation in meet
- 3 points for 1<sup>st</sup> place, 2 points for second place, 1 point for third place

- f. Top Junior Team of the Year
  - Highest team placing at Junior National Championships – combined points from both National Championships
- g. Top Senior Team of the Year
  - Team with highest average percentage of National standard from all athletes' best dives from either Winter or Senior Nationals
- h. Club of the Year
  - Based on overall membership numbers (percentage over previous year), numbers of athletes attending and winning medals at Provincials and Joint JD Testing, and number of athletes qualifying and winning medals at National (Novice, Age Group, Senior) and or International meets

## **B. COACH AND OFFICIAL AWARDS**

1. The following awards will be given at the annual Dive Sask Awards Banquet:
  - a. Head Coach of the Year
    - Awarded to the Head Coach of the winning club
  - b. Top National Coach
    - Based on results for all athletes attending Age Group Nationals and/or Senior Nationals (average national standard percentage for all athletes attending)
    - Coaches must declare which athletes they are coaching prior to AGN
  - c. Top Novice Coach
    - Based on total points earned by all athletes competing at Novice Nationals and Sask Provincials (or other meet as chosen above)
    - 1 point for event participation, points for top 3 ranking (1,2 or 3)
  - d. Top Development Coach
    - Nominations made by club Head Coach based on participation and results in Recreational programs, Provincial Programs and JD Programs. Also showing interest in increased sport knowledge and certification.
  - e. Officials Award
    - Effort and participation of officials at Provincial and National events
    - Chosen by Technical Committee and Executive Director

## **C. VOLUNTEER AWARDS**

1. Each club will nominate one volunteer to be recognized at the annual Dive Sask Awards banquet





## 14. STRATEGIC PLAN

**Note: For timelines and budget figures, see current Planning Document**

### **Our Mission**

Saskatchewan Diving Inc. is committed to develop and promote safe diving and opportunities for self-fulfillment and the pursuit of excellence at all levels.

### **Our Vision**

Diving is a highly visible, dynamic and rewarding sport in our communities. Our high standards of excellence and integrity create leadership at all levels of diving, coaching, officiating, volunteerism and administration.

### **AREAS OF EMPHASIS - Administration and Operations**

**To ensure that the associate efforts of individuals (staff, volunteers, Board) are productive; to ensure the effective operation of the organization.**

**Goal #1: The administrative functions of Dive Sask are handled efficiently and productively**

- Maintain Office.
- Employ Executive Director
- Fiscal responsibility and accountability (audit, corporate returns)
- Coordination of programs and services
- Relationship between ED and clubs/volunteers
- Maintain insurance coverage
- Member database

### **AREAS OF EMPHASIS – Capacity and Interaction**

**The Board of Dive Sask will work in partnership with its member clubs and key partners to offer sound organizational governance, shared vision for Grassroots and High Performance success, and healthy interactive relationships.**

**Goal #1: Dive Sask is a financially stable and fiscally responsible organization with at least \$100,000 in reserves**

- Maintain surplus of \$100,000
- Increase self-help revenue
- Sale of marketing items

**Goal #2: The Board of Directors govern the association in a sound, productive and effective manner**

- Board and committee structure and meetings
- Annual planning retreat
- Review governance – accountability frameworks
- Annual General Meeting
- Professional Dev't opportunities for staff and volunteers

- Maintain policies – including risk management
- Staff – job descriptions, salary grids, performance evaluations
- Provide governance and policy development assistance to clubs

**Goal #3: The leaders of Dive Sask maintain liaisons with other agencies and partners who assist in our ability to govern and grow our sport**

- Maintain memberships (Sask Sport, Hall of Fame, etc)
- Access educational opportunities for board and staff
- National meeting attendance
- Other sport partners
- Presence at user group meetings
- Nominate members to Sask Sport Board/Committees
- Explore Aboriginal partnerships

**Goal #4: To Saskatchewan citizens are aware that the sport of Diving offers opportunities for fun, fitness and the pursuit of excellence**

- Update promotional materials
- Maintain Website
- Social Media Strategy

**Goal #5: Members of the Saskatchewan diving community will be connected by an effective communication network**

- Communicate with clubs via email, website, newsletters
- Email database – send quarterly enews
- Media releases
- Alumni database
- Annual Club communication related to Mission, Vision, Plans
- Nurture Team Sask brand

**Goal #6: The Board and Staff of Dive Sask will seek out innovative, forward thinking approaches to the development of partnerships, programs and resources.**

- Flexible work arrangements
- Innovative Technology

**Goal #7: To recognize and reward successful participants in our diving programs**

- Annual Awards Banquet
- Hall of Fame program
- Sask Sport Awards programs
- Volunteer of the Year program
- Coach Recognition Week
- Officials Recognition Week
- Social Media recognition and contests

## **AREAS OF EMPHASIS - Participation**

**Athletes, coaches, and officials throughout Saskatchewan will have opportunities to participate in the sport of diving at a Grassroots level – to experience safe diving for fun, fitness and recreation**

**Goal #1: Coaches** Our clubs have sufficient numbers of recreational and competitive coaches to coach ongoing programs. Also, the coaches in the Recreational and Pre Competitive programs are trained, competent, and certified to NCCP standards

- 1 Instructor Beginner NCCP clinic in Regina and Saskatoon each year
- 1 Competition Introduction clinic in Saskatchewan each year
- Educational opportunities
- Training Camp – mentor with HP coach
- Summer mentorship program
- Post Secondary Scholarship

**Goal #2: Officials -** Our regional and provincial level officials are trained and certified as per the DPC Officials program and are actively judging at Rec and Pre Comp meets

- Level 1 and 2 clinics
- Educational and mentorship opportunities
- Sr. Diver recruitment
- Identify future CG officials

**Goal #3: Grassroots Participation -** Participants in communities throughout Saskatchewan (at least 20 communities and 5 districts) will be offered opportunities to participate in the sport of diving at a grassroots level)

- Minimum 20 summer clinics in rural centers – focusing on 6 week clinics
- Rural Initiative Grants – rural clubs in at least 5 districts
- Urban LTD Grants
- Training Camps for Provincial athletes (not HP)
- Maintain facility list

**Goal #4: Target Groups -** Children and youth considered as under-represented populations (ie First Nations, persons with disabilities) will have opportunities to participate in the sport of diving

- Explore Aboriginal populations
- Explore other target groups (ie adults, New Canadians)

**Goal #5: Competition -** Athletes at a regional and provincial level (LTD, Novice) will experience the challenge and success of competition

- Hosting Grants – LTD meets
- Hosting Grants – Novice meets
- Funding for Out of Province Novice meet
- JD Testing

## **AREAS OF EMPHASIS - Excellence**

**Athletes, coaches and officials (clubs) will have the opportunity to participate in the sport of Diving at an Elite level.**

**Goal #1: Coaching - Clubs will have sufficient numbers of High Performance Coaches to lead Elite programs. Also, High Performance Coaches will be certified at an appropriate NCCP level and will participate in further training and development**

***1 Full time HP coach and 1 Full time Assistant coach at each centre***

- All coaches of National level athletes will be at minimum *trained* at Comp Intro (Jr Comp coaches) or Comp Dev (Sr. Comp coaches)
- Each club will have at least 1 Comp Dev *certified* coach
- All coaches will have taken Respect in Sport online module and will have submitted PRC
- NCCP – send 1 coach to Competition Development Clinic each year
- Funding for L3 coaches to attend L4 tasks
- Education grants for non NCCP opportunities
- HP Guest Coach at Training Camp
- Post Secondary Scholarships

**Goal #2: Officials - High Performance Officials will be recruited, trained, mentored and given opportunities for growth and development at Provincial and National competitions. 4 National offices.**

- Funding for officials to attend Qualifying meets
- Educational clinics

**Goal #3: Athlete Development, Talent Identification - Athletes and Clubs will experience success in qualifying to attend and compete at National Championships**

***24 athletes qualify to attend AGN, 4 athletes qualify to attend Sr Nats, 75% of those attending Nationals qualify for at least one final, 2 clubs are in top 10 and 1 club in top 5 at AGN, more than 1 athlete combine to earn 3 medals at Nationals***

- Scouting at summer clinics
- Scouting Pre Comp programs
- JD Testing

**Goal #4: Athlete Development, Training - Athletes will receive high quality training opportunities that will increase their technical skill**

- Personal training plans for each athlete
- HP Training Camp
- Canada Games Core Team Camps – year 3 and 4 of cycle
- Establish LTAD model for Saskatchewan
- JD Testing & Training

**Goal #5: Athlete Development, Competition - HP athletes will experience increased confidence and success at elite level competitions**

**24 athletes qualify to attend Age Group Nationals, 75% of those attending make a Final, 3 medals are won by more than 1 athletes, 2-4 athletes on Jr Nat team, 1 athlete wins Jr Pan Am or Jr World medal each year, 1 athlete on Sr Nat team by 2020**

- Provide funding for AGN & Sr Nationals
- Fund international competitions
- Hosting Grants – 2 Qualifying meets
- Host National competitions in province
- Track historic records
- Track performance ratio of competitive athletes

**Goal #6: Athlete Assistance - Every athlete who demonstrates a high level of performance at a National level competition will receive some direct financial funding to aid in the high costs of training and competition**

- Use carding point system to reward athletes with funding
- Post Secondary Scholarships
- Kids First Grant - low income families

**Goal #7: Sports Medicine & Science - Athletes will experience increased confidence and competitive success after taking part in education, training, and other services offered by the Sports Science and Medicine Council or other Sport Professionals.**

- Use hours/services provided by Sports Medicine and Science Council

